

Council Meeting

Agenda

26 May 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 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.

ORDER OF BUSINESS:

1. Opening Declaration.....	5
2. Apologies For Absence.....	5
3. Disclosure Of Interest	5
4. Matters Arising From The Minutes.....	5
5. Confirmation Of Minutes.....	6
6. Public Question Time	6
7. Chief Executive Officer Report.....	7
7.1. Chief Executive Officer Report	7
8. Officer Reports.....	10
8.1. Western Victoria Transmission Network Project.....	10
8.2. Traveller Experience Plan.....	14
8.3. Public Arts Policy	63
8.4. Quarterly Council Plan.....	82
8.5. Quarterly Financial Report - Period ending 31 March 2021	98
8.6. Contracts Approval Delegated Committee Minutes - 24 February and 10 March 2021	115
8.7. S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987).....	147
8.8. Outstanding Question Time Items	150
9. Notice Of Motion	154
10. Reports From Committees/Councillors.....	154

11. Urgent Business	154
12. Section 66 (In Camera)	154
13. Close	154

The next Meeting of the Ballarat City Council will be held on Wednesday 23 June 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 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 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 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 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. Support for Bridge Mall Traders to Update their shopfronts
The City of Ballarat is working in partnership with Bridge Mall and Bakery Hill traders to help make improvements to their buildings to complement changes under the precinct's Renewal Plan. Council has allocated \$400,000 from the Bakery Hill Business Support Package which is available to all properties in the Bridge Mall for the duration of construction works. The Façade Restoration Grant aims to create a more interesting, appealing streetscape to help attract people and business to the precinct as part of a \$15 million Council-funded rejuvenation of Bridge Mall, one of Ballarat's oldest commercial retail areas. The grant operates on a dollar-for-dollar funding contribution from applicants to the value of \$10,000 per application.
4. Begonia festival successfully delivered
Ballarat's signature festival, the Ballarat Begonia Festival, was celebrated city-wide in March with new installations and weekend entertainment hailed a success by traders and visitors alike. Festival activity previously centralised at the Ballarat Botanical Gardens, was this year relocated to the heart of the city in support of local business. More than 1,000 people on average each day viewed the display over the festival period, with a high proportion from Melbourne and Geelong. Feedback was sought from festival goers on the format of the festival in future years.

5. Ballarat Heritage Festival returns

The Ballarat Heritage Festival has returned this month with a new format. Traditionally run over a single weekend, this year's festival ran for more than three weeks for the first time in the event's history. While the festival is a celebration of the region's rich heritage, the wonder of the city's past has been brought to patrons through innovative displays, including augmented reality. From beer school and Instagram-able public art installations to craft demonstrations and progressive lunches, this year's extended 24-day program has seen the return of festival favourites as well as a series of new COVID-safe activations to discover.

Ongoing community consultation

6. City of Ballarat helping to understand safety perceptions in public spaces

Launched in April, the YourGround project will map local streets, parks, trails and recreational spaces, sharing the often-hidden experiences of safety for women and gender-diverse people when accessing sport and recreation in Victorian towns. Ballarat is joining with Monash University's gender, design and space specialists, XYX Lab, and award-winning digital consultancy, CrowdSpot, along with other councils in Victoria, to gather perceptions of safety in public spaces. This project will complement the City of Ballarat's own project, Right to the Night, which is currently mapping the experiences of those accessing Ballarat's hospital and health precinct.

7. Community Infrastructure Plan

The City of Ballarat is in the process of developing a 10-year Community Infrastructure Plan, following the adoption of a Community Infrastructure Policy in September 2020. There will be multiple opportunities for the community and user groups of the facilities to have input into the development of the Plan. In April and May, the City of Ballarat sought the views of community facility managers and tenants.

8. Outdoor dining facilities

Temporary CBD outdoor dining spaces installed in Sturt and Armstrong Streets were removed in early April but will be replaced by smaller infrastructure such as glass wind barriers and umbrella sockets at hospitality businesses across Ballarat. Following the three-month trial of temporary cubes, funded through the Victorian Government's \$500,000 Outdoor Dining and Entertainment package, the City of Ballarat sought feedback and ideas via an online survey from the community and businesses on future outdoor dining options. The Victorian Government package will also fund small infrastructure such as glass wind barriers and umbrella sockets at hospitality venues across Ballarat, which will be rolled out in coming months.

OFFICER RECOMMENDATION

9. That Council:

9.1 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. WESTERN VICTORIA TRANSMISSION NETWORK PROJECT

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Fiona Gray – Executive Manager Catalyst Projects

PURPOSE

1. To determine a Council position on the Western Victoria Transmission Network Project.

BACKGROUND

2. The Western Victoria Transmission Network Project proposes the development of a new transmission line starting at Bulgana, near Stawell in Victoria's west, passing through the City of Ballarat, and covering approximately 190km to the north-western Melbourne suburb of Sydenham. This is a critical infrastructure project required to unlock the renewable energy potential of western Victoria as a key Renewable Energy Zone.
3. In 2017 Australian Energy Market Operator (AEMO) commenced a Regulatory Investment Test for Transmission (RIT-T) which is an economic cost-benefit test used to assess and rank different electricity transmission investment options that address an identified need. Following this RIT-T process, a competitive tender was conducted and in December 2019 AEMO appointed AusNet Services, through its commercial division Mondo, to deliver the project. Mondo's role is to plan, develop, design, conduct community engagement, construct, own and operate the project.
4. In early 2020, an area of interest was identified based on a range of technical investigations on the land between Bulgana and Sydenham. Following community consultation and early investigations, AusNet narrowed down the area of interest to more defined corridors. These corridors indicate that several Ballarat residents could be adversely impacted by the project, particularly farmers in the north of the municipality. The technical constraints of the proposed corridors are currently being considered along with further community consultation to identify a single corridor and refine a final route.

KEY MATTERS

Multiple concerns have been raised by the community regarding this project. These include:

- The RIT-T process only considered the economic and technical viability of the project itself while ignoring the broader social, economic, environmental, and cultural heritage impacts that the project is likely to have. As a result, the option of undergrounding has not been approached from a holistic perspective that considers all relevant benefits and disadvantages of the project.
- Other major transmission projects such as Star of the South (75km) and Marinus Link (90km) have committed to undergrounding cables, suggesting that this option can be technically and economically feasible.

- A perception held by several members of the community that the engagement process has been disingenuous, with the project having progressed to a point where it is too late for community concerns to be adequately addressed. Specific concerns include:
 - A belief that the final route has been predetermined
 - notification of engagement opportunities being received after the engagement has occurred;
 - Given that AusNet has been contracted to deliver an above ground solution, calls for undergrounding are being ignored;
 - calls for the route to follow existing road and rail easements are being ignored;
 - Conflicting information being provided to different stakeholders; and
 - A disconnect between the different engagement groups.
- Impacts to farming operations on prime agricultural land and a lack of clarity about the types of farm machinery that can be used on easements and under transmission lines.
- Flow-on economic impacts to secondary industries such as machinery, food and fibre manufacturing, financial and legal services, transport and distribution etc.
- Mental health impacts on affected landowners.
- Environmental considerations including impacts to flora and fauna and the aesthetic value of the landscape.
- Impacts to cultural heritage, including the potential to jeopardise the Central Victorian Goldfields UNESCO World Heritage Bid.
- Increased bushfire risk associated with above ground transmission lines.
- Interference with GPS, internet / TV / phone reception.

OFFICER RECOMMENDATION

5. That Council:

- 5.1 Fully supports renewable energy and the need for its transmission into the electricity network;**
- 5.2 Advocates for the Western Victoria Transmission Network Project Environmental Effects Statement process to properly consider underground methods of power transmission and use underground options wherever possible;**
- 5.3 Advocates for the transmission line route to use existing road, rail and electricity easements wherever possible.**

ATTACHMENTS

- 1. Governance Review [8.1.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the goals of the Council Plan, and specifically the goal of Sustainability to protect, maintain and enhance our built and natural assets.

COMMUNITY IMPACT

2. While the Western Victoria Transmission Network Project is not owned by the Council, this report recognises the project's potential impacts on the community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. This report supports Council's commitment to ensure the community's infrastructure and natural environment are protected and improved, and the city's connectivity is sustainably enhanced.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. This report supports the City of Ballarat, in its position as the capital of Western Victoria, to provide input into a major energy infrastructure project that has potential to impact jobs and investment across the region.

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. There are no legal risks in 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. While the Western Victoria Transmission Network Project is not owned by the Council, this report is part of Council's commitment to ensuring the community is informed about key projects and initiatives in the municipality.

GENDER EQUALITY ACT 2020

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

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

10. No material or general conflicts of interest need to be declared.

8.2. TRAVELLER EXPERIENCE PLAN

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Jeff Johnson – Executive Manager Arts and Tourism

PURPOSE

1. Prior to the development of this Traveller Experience Plan 2021 – 2030 (TEP), there has not been a co-designed strategy or agreed framework that has addressed all areas of the visitor economy, both supply side and demand side. This TEP will provide recommendations for both product and industry development and marketing/branding initiatives to help grow Ballarat's tourism offering in a sustainable manner and to deliver benefits to local tourism businesses and the wider local community. It will integrate both demand (the visitor or consumer needs) and supply (the product or experience) requirements.
2. The TEP will deliver an industry wide collaborative plan to celebrate the true personality of Ballarat and thereby assist visitors to experience Ballarat like a local whilst enjoying the experiences within the visitor economy sector.

BACKGROUND

3. Development of the TEP commenced as the effects of Covid 19 were becoming more fully understood. As Covid extended beyond initial estimations and its impacts became apparent, it became clear that both the visitor economy recovery and the overall direction of tourism for Ballarat will require the TEP but also a shorter term visitor economy recovery strategy. This prompted an amended approach to what the TEP should focus on over its 10-year lifespan.
4. The revised TEP includes;
 - Data led segmentation that looks at new priority audiences with the greatest propensity to visit and spend in Ballarat,
 - Bespoke economic modelling and guidance on priorities to re-build the visitor economy in Ballarat,
 - Broader participation across the City of Ballarat to activate the fullest potential of the visitor economy across sport and recreation, community, parks and gardens.
5. Work has concurrently begun on the identified short term economic recovery planning, the Visitor Economy Recovery Strategy, which will clarify the agreed priorities from both industry and the City of Ballarat that will have the greatest success in achieving tourism recovery and growth over the next 3 years. To ensure alignment of this strategy with the TEP, it will be presented to Council for consideration following adoption of the TEP.
6. An additional planning document related to this sector is the Events Strategy 2018 – 2028. Annual revision of the Events Strategy is a requirement of the document, however given the significant changes to the delivery of tourism services in Ballarat, as well as the introduction of the TEP, this has been a detailed review. To ensure alignment of this strategy with the TEP, it will be presented to Council for consideration following adoption of the TEP.

KEY MATTERS

7. To address the absence of a co-designed framework that addresses all areas of the visitor economy, a significant focus of the TEP has been to incorporate the collaboration and input from the broad visitor economy sector and key industry leaders. The TEP is a 10-year plan designed and owned by all those involved in the visitor economy, with everyone identified as having a role to play.
8. Ballarat's recognition as a contemporary 21st century city is on the rise, but convincing future travellers of our unique identity will be both the challenge and opportunity. By implementing the TEP, Ballarat will approach this with the shared ambition of creating sustainable and long-term value for Ballarat and its residents, and lifelong memories for those that visit.

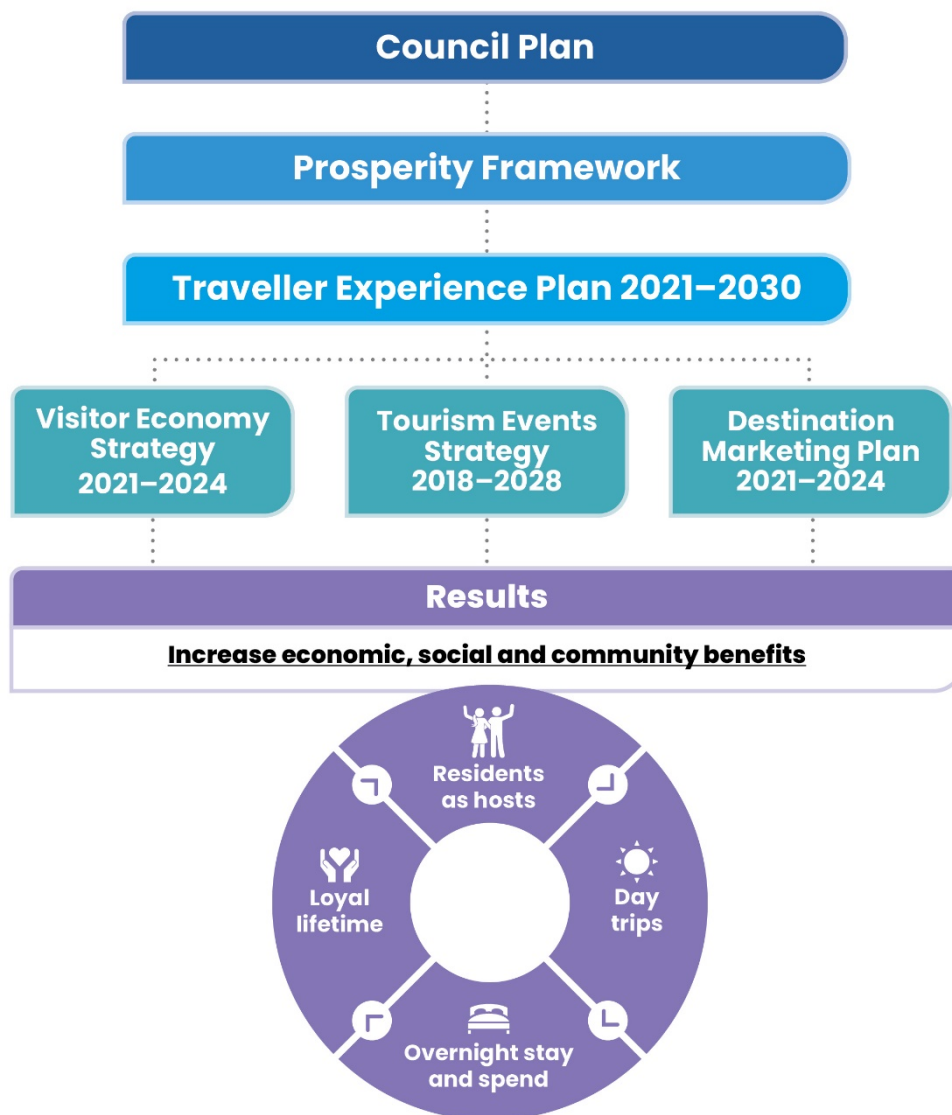
The TEP is a co-designed plan to:

- Reveal and examine what makes our city unique;
 - Guide the creation and delivery of aspirational experiences that match the authenticity and the essence of Ballarat's people and sense of place;
 - Create lifetime brand loyalty with our priority audiences;
 - Highlight gaps and opportunities for both product and infrastructure to enhance the visitor experience; and
 - Outline the strategic priorities to deliver on the plan.
9. The opportunities that are strategically important for Ballarat are those experiences that bring the creative heart of Ballarat to life, attract new markets, and extend length of stay. Investing in Ballarat's creative products and heritage backdrops and developing immersive experiences that connect the two will bring Ballarat as a Creative City destination to life and make it a compelling destination for travellers.
 10. Identified from the process of developing the TEP, Ballarat's unique point of difference as a destination is defined by the intersection of two overarching attribute pillars. These pillars are at the root of our identity and act as anchor points for the types of product and experiences we offer. These two pillars are key drivers for our events calendar;
 - Cultural and Creative
 - A fusion of cultural and creative experiences crafted by exceptional artisans, growers, makers, designers, creators, and performers.
 - Contemporary Heritage
 - Experiences that are created against the rich tapestry of Ballarat's history and architecture.

In addition to the Core Pillars, the following key attributes were identified:

- Food and Drink
- Sporting/Active
- Accessible Facilities
- Accommodation
- Greater Region
- Touring Routes
- Retail
- Nature
- Events

11. Four specific goals have been identified within the TEP;
- Deliver content that builds equity in Ballarat's unique proposition;
 - Leverage Ballarat's strong visiting friends and family market and ensuring the community share the benefits;
 - Increase conversion with priority audiences:
 - Encourage overnight visits Drive yield;
 - Encourage them to visit more often stay longer and spend more; and
 - Grow reputation of Ballarat as an enticing place to live.
12. Context of the TEP and Visitor Economy Planning within the City of Ballarat Strategic framework;



OFFICER RECOMMENDATION

13. That Council:

13.1 Adopt the Traveller Experience Plan 2021 – 2030.

13.2 Note the development of the Visitor Economy Recovery Strategy 2021 – 2024, and the revision currently underway on the Events Strategy 2018 – 2028, which form the supporting documents to the Traveller Experience Plan 2021 – 2030.

ATTACHMENTS

1. Governance Review [8.2.1 - 4 pages]
2. Traveller Experience Plan 2021-2030 [8.2.2 - 41 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan
2. Prosperity Framework
3. Creative City Strategy

COMMUNITY IMPACT

4. Prior to Covid 19, tourism was the sixth largest employment sector in Ballarat. A financially successful and thriving visitor economy creates more jobs and has a significant positive impact in the health and wellbeing of our community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. Prior to the development of this Traveller Experience Plan 2021 – 2030 (TEP), there has not been a co-designed strategy or agreed framework to guide the growth and development of the visitor economy in Ballarat. Nor have previous plans addressed all areas of the sector, both supply side and demand side. Without this collaborative and sector wide approach, the Ballarat visitor economy will be challenged to remain economically sustainable.

FINANCIAL IMPLICATIONS

7. City of Ballarat maintains an annual and ongoing recurrent budget for tourism, which will be utilised for the implementation of the TEP. No additional funding will be required.

LEGAL AND RISK CONSIDERATIONS

8. Whilst the TEP presents no legal considerations there is an economic risk that businesses comprising the Ballarat visitor economy could take longer to recover from the effects of Covid 19 without a collaboratively crafted framework that provides a clear and agreed direction for recovery and growth.

HUMAN RIGHTS CONSIDERATIONS

9. There are no human rights considerations within the TEP.

COMMUNITY CONSULTATION AND ENGAGEMENT

10. The first stages of development of the TEP throughout June to November 2020, was coordinated by consultants from TRC and Think Place, which included the delivery of a range of engagement workshops. The primary consultation group for the project during this period was the Core Design Team, which included representation from

OFFICIAL

OFFICIAL

Commerce, Committee, Sovereign Hill, Visit Victoria, key (local) industry leaders, and the then Prosperity Portfolio Councillors of Cr McIntosh, Cr Rinaldi, Cr Moloney, and Mayor Ben Taylor.

In addition to the ongoing engagement with the CDG, Officers briefed Council on the TEP in September 2020, immediately prior to the Local Government election caretaker period.

At the conclusion of the engagement with TRC and Think Place, Natalie O'Brien was engaged to complete the TEP, who then completed the external consultation process with the following stakeholders (and CoB staff).

Contact	Title	Organisation
[REDACTED]	CEO	Sovereign Hill
[REDACTED]	Owner/Operator	The Provincial Hotel
[REDACTED]	Lascelles Ballarat	Owner
[REDACTED]	Tourism Consulting	Consultant
[REDACTED]	BRT Chairperson	Mercure Ballarat and Ballarat Regional Tourism
[REDACTED]	Owner and BRT Director	Mitchell Harris Wines and Ballarat Regional Tourism
[REDACTED]	Deputy CEO & Chief Content and Engagement Officer	Sovereign Hill
[REDACTED]	Franchisee/General Manager	Quest Ballarat
[REDACTED]	Office Mgr.	Ballarat Regional Tourism
[REDACTED]	Deputy Chair	Ballarat Regional Tourism
[REDACTED]	Director	Ballarat Regional Tourism
[REDACTED]	Director	Ballarat Regional Tourism
[REDACTED]	CEO & Board	Commerce Ballarat
[REDACTED]	CEO	Committee for Ballarat
[REDACTED]	Head of Business School	Federation University
[REDACTED]	Vice Chancellor	Federation University
[REDACTED]	Hop Temple	
[REDACTED]	Eat Drink West	
[REDACTED]	BIFB	
[REDACTED]	Owner	Provincial & Lola
[REDACTED]	Sarah Myers Marketing	N/A
[REDACTED]	General Manager	Kryal Castle


OFFICIAL

OFFICIAL

	Visit Victoria	
	Manager – Investment and Trade	Grampians RDV - Rural and Regional Victoria
	Pyrenees Shire Council	
	RACV Goldfields	
	Quest Ballarat Station	
	Ballarat Wildlife Park	
	Fed Uni	
	Consultant	
	Event Strategy Consultant	
Project Steering Committee & Core Design Team Internal		
	Coordinator Visitor Economy	City of Ballarat
	Coordinator City Marketing	City of Ballarat
	Executive Manager Arts & Tourism	City of Ballarat
	Events Coordinator	City of Ballarat
	Coordinator Creative City	City of Ballarat
	Team Leader Economic Growth	City of Ballarat
	Director Art Gallery Ballarat	City of Ballarat
	Aboriginal Liaison Officer	City of Ballarat
	Coordinator Heritage and Cultural Landscapes	City of Ballarat
	Executive Manager Economic Partnerships	City of Ballarat
	Executive Manager Sport & Active Living	City of Ballarat
	Visitor Economy Officer	City of Ballarat

OFFICIAL

OFFICIAL

	Executive Manager Learning and Community Hubs	City of Ballarat
---	---	------------------

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

12. There are no identified conflicts of interest.


OFFICIAL



Traveller Experience Plan **2021–2030**





Murrup Laar (Ancestral Stones) **Artist:** Deanne Gilson  [taracmoorephotography](https://www.instagram.com/taracmoorephotography)

Traveller Experience Plan 2021–2030

2



Acknowledgement of Country

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.

Contents

Invitation to join the journey	4
The purpose	5
Context for visitor economy planning	6
The future of tourism	7
Co-designing future experiences	10
Global inspiration	11
Core attribute pillars	13
Challenge the status quo	14
Experience gaps	15
The way forward	16
Key attributes	19
Visitor profiles	25
Ballarat's visitor economy	26
Tourism performance	28
Our market share	29
Drivers of domestic travel to Ballarat	30
Overarching destination marketing recommendations	31
Priority visitor audiences for Ballarat	32
Five strategic priorities	38



This report was prepared by TRC Tourism and The City of Ballarat in relation to the development of Ballarat Traveller Experience Plan 2021–2030.

Disclaimer: Any representation, statement, opinion, or advice expressed or implied in this document is made in good faith but on the basis that TRC Tourism Pty. Ltd. and City of Ballarat directors, employees and associated entities are not liable for any damage or loss whatsoever which has occurred or may occur in relation to taking or not taking action in respect of any representation, statement or advice referred to in this document.

Invitation to join the journey

Ballarat's recognition as a contemporary 21st century city is on the rise, but convincing future travellers of our unique identity will be our challenge and opportunity.

Whilst we have experienced unparalleled tourism growth in recent years, and we are the fourth most popular regional destination in Victoria we are perceived as a heritage destination and not for the new experiences that are evolving.

For those who know us, we are a sophisticated bunch living in a hub of creativity and culture, inspiration and innovation that are expressed through our customs, traditions, active pursuits, and social character. We have a deep and honest commitment to the uniqueness of our heritage, our community and the stories that bring our city to life. We want travellers to feel how we do about our region and fall in love with it, just like the people who call it home.

As we head toward 2030, we welcome tomorrow's travellers who emotionally connect with our city, who relish discovery and surprise, find joy in cultural and creative immersion, appreciate our authentic heritage and savour active adventure.

Co-designed with our community, industry and the Wadawurrung people, the *Traveller Experience Plan 2021–2030* supports our city's aspiration of being a place that is innovative, courageous, and inspiring.

It is not a copy and paste of what other destinations are doing; instead, we have written our own story. We have investigated what makes us unique, what distinguishes us from others, and ultimately what will attract others to visit, to visit again and to stay.

The focus on the traveller considers how people feel before during and after their experience. People feel surprised to learn Ballarat has such breadth and diversity of experiences.

People feel connected when they are here. They have learnt about what makes us who we are today, they feel immersed in the experiences on offer, they feel excited about what the future holds.

People feel like they have only tasted a part of who Ballarat is, they wonder if they need to explore more, they dream about what a life could offer them here. They start to question if their lives could tap into a potential this city has to offer.

By implementing the *Traveller Experience Plan 2021–2030*, we are embarking on a journey with the shared ambition of creating sustainable and long-term value for Ballarat and its residents and lifelong memories for those we host.

We invite you to join us on this journey.

The purpose:

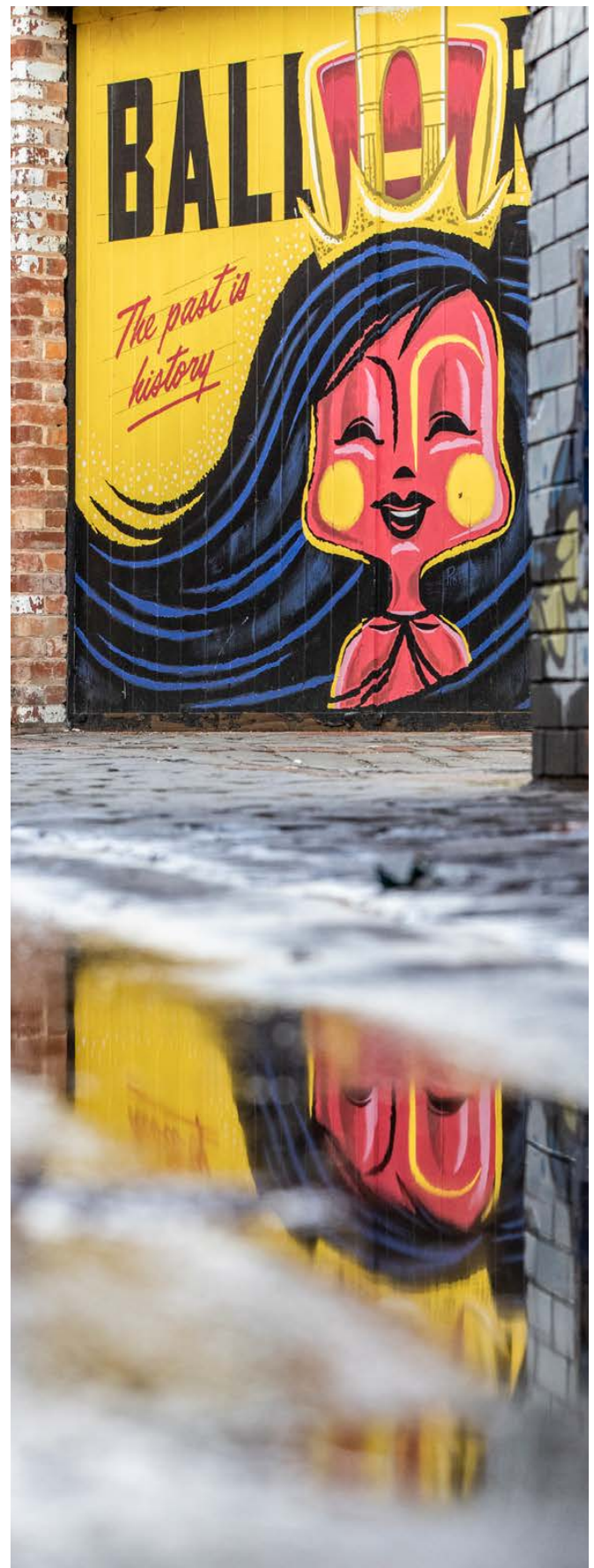
Traveller Experience Plan 2021–2030

A co-designed plan to:

- Reveal and examine what makes our city unique
- Guide the creation and delivery of aspirational experiences that match the authenticity and the essence of Ballarat's people and sense of place
- Create lifetime brand loyalty with our priority audiences
- Highlight gaps and opportunities for both product and infrastructure to enhance the visitor experience
- Outline the strategic priorities to deliver on the plan and inform the basis of an action and implementation plan in the proceeding Visitor Economy Strategy

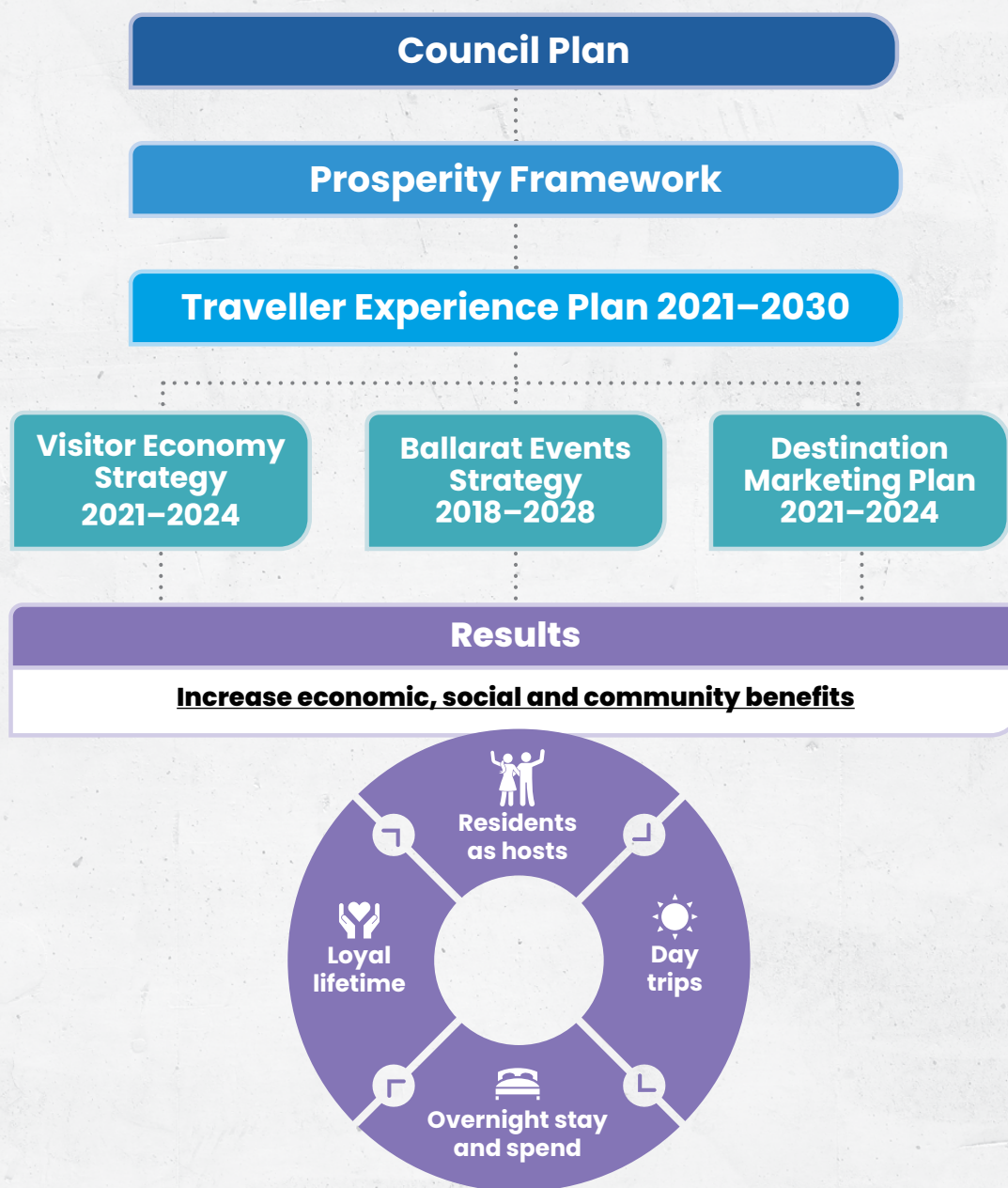
Goals:

- Deliver content that builds equity in Ballarat's unique proposition
- Leverage Ballarat's strong visiting friends and family market and ensure the community share the benefits
- Increase conversion and yield of priority audiences
- Grow reputation of Ballarat as an enticing place to live



📷: [chip_shots](#)

Context of visitor economy planning



The future of tourism

While the pandemic was a disruptive force, in many ways it added to the exponential change that was already occurring. We have witnessed a powerful aspect of how technology is transforming user experiences. Consumers are dictating how, where, what, and when they consume a particular product, service, or experience. The distinction of online and offline is now blurred. For example, people will work where they can be most productive, in central locations for larger meetings, in satellite offices for collaboration, and remotely for independent projects.

During the pandemic, brands relied on engaging with their customers and potential customers across social media. Going forward, there will be a big push toward a more authentic presence on social media and one that is less curated by social media experts, such as real behind-the-scenes look at people and business. Destinations of tomorrow will need to find their place in that cross-section of innovation while also balancing a close link to the public sector planning and recovery.

Economic and social disruption

The global pandemic has resulted in disruption to economics, politics, and our everyday life and will catalyse a new generation of tourism. A recovering global economy has implications for domestic travel with less discretionary expenditure of purchases like leisure travel and softening of international visitor growth to Victoria and the region. Except for the 'boomers' and seniors' markets, domestic travellers are time poor, hence 'short breaks', and visiting friends and relatives' markets will continue to be the major opportunity for Ballarat.

Source: Covid Facts and Insights McKinsey and Company, April 2020

Increasing competition for domestic tourism

We will see a shift in traditional markets; Australian border closures affect international travel resulting in increasing domestic tourism in the next few years. At the same time there will be increasing competition for a greater share of domestic visitors from other regional destinations across Australia. This means Ballarat will need to offer experiences so powerful they compel visitors to choose Ballarat over other destinations.

Source: Tourism Australia Webinar July 2020

Generational shifts

Generations X and Y now make up most of the workforce and the family market as Baby Boomers retire. Gen Z are now entering the workforce and have different values and preferences than those who came before. Social connection and conscious consumerism will generate demand for sustainable practices, carbon positive products and experiences. This will require the tourism sector to demonstrate their commitment to sustainability.

Source: Megatrends Defining Travel in 2021. Skift Inc, 2020

Sustainability

Sustainability has been a concern for some time, but during the pandemic, emphasis shifted. As disruptive as the coronavirus was to business, companies are recognising the environmental crisis could be much more damaging to the world as well as their bottom line. The City of Ballarat's initiatives associated with climate change are nudging the behaviour of its residents toward sustainable living.

The future of tourism

Social licence for tourism

How residents feel about tourism is also becoming increasingly important and will determine a destination's success in the long term. Community sentiment is guiding tourism planning and development, and there is a growing expectation that tourism will generate positive social, environmental, and economic benefits for the host communities.

Source: Megatrends Defining Travel in 2020, Skift inc, 2020

Locals are the experience

The cultural economy has continued to develop in recent years, producing a further shift away from the patronage and subsidy of high culture towards support for the creative industries fuelling the emergence of co-created culture. Travellers are seeking immersive experiences anchored in local culture. Cultural and creative elements of destinations are becoming increasingly embedded in tourism products that reflect everyday life as in the case of 'live like a local' experiences, offered by other creative cities, such as Copenhagen.

Source: The end of Tourism As we Know it, Copenhagen, Wonderful Copenhagen, 2017

Branding is all about people

Marketing no longer leads us to the brand: the relationships we have with other people do. Today, with the proliferation of social media, information is created by everyone and available to everyone. Travellers look to peer recommendations from family, friends and their social circles – much like they always have, but today the scale of connectivity between people has taken on entirely new dimensions, making recommendations and the conversations they entail much more important to destination branding than ever before. The destination no longer broadcasts a general brand message to many, but instead enables personal brand stories to be told through the right people to a broader circle of people.

Source: Forbes.com the Golden Rules of Personal Branding

Real time data is king

Due to the rise of the digital revolution, everyone and everything today generates new data. Popular methods of data collection are reinforced by the access to digital data available in real time. Through passive measurement, the use of digital big data can provide accurate often real-time depictions of actual visitor behaviour, tourism trends and new business potential. In a data-driven, experience-driven world, there is a need to move beyond bed-nights and extend to the broader value creation within the visitor economy.

Source: Forbes.com Why data is king during times of uncertainty

New opportunities for Regional Victoria

House prices in every regional area of Victoria experienced price growth over the past year, with some regions up by as much as 18 per cent according to the latest Domain House Price Report Jan 29 2021. Ballarat is perfectly placed to capture much of this regional migration with high quality school's, health care and strong transport links to Melbourne.

Source: realestate.com.au/news.

Most liveable regional cities in Australia

Ballarat was named Australia's most liveable regional city in 2020. The city performed best for access to public transport and public open space in the analysis by RMIT University and ranked in the top five for access to supermarkets, local employment, services, and housing affordability. Geelong and Bendigo also ranked highly, performing strongly across several liveability measures.

Source: RMIT Centre for Urban Research

The future of tourism

Rise in cultural tourism

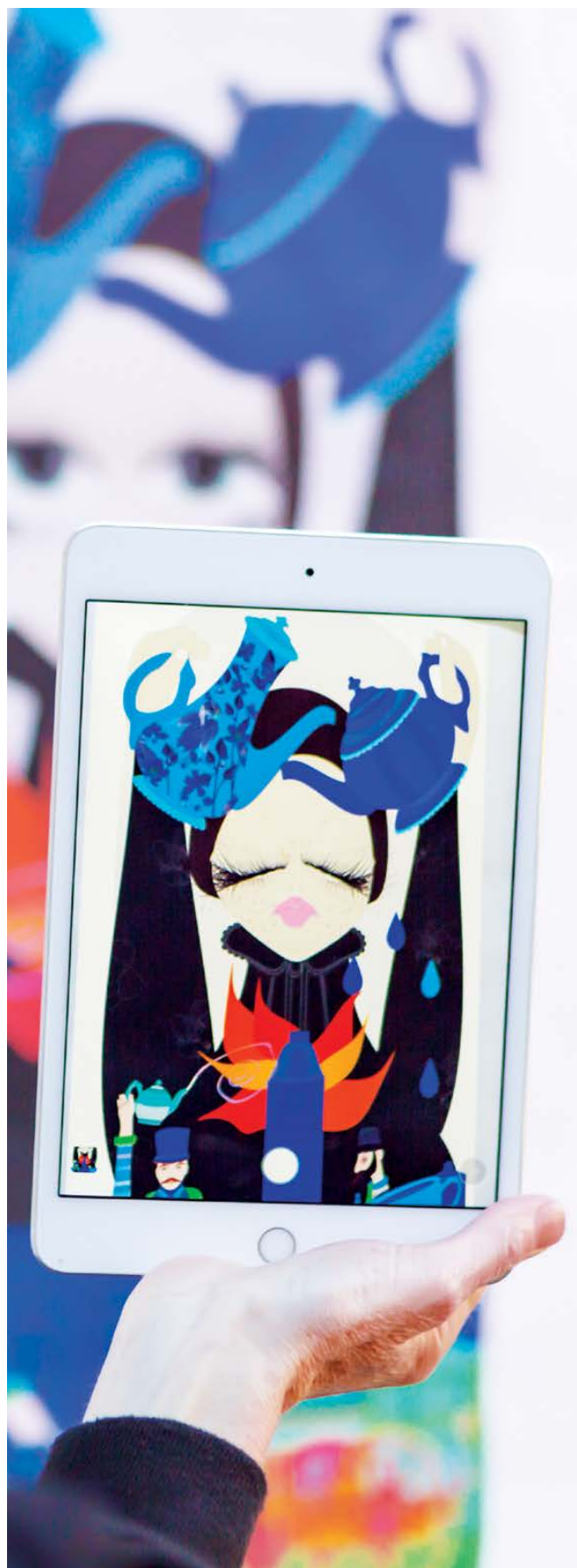
Tourism is both an economic driver and an engine for increased understanding and empathy between different communities. Arts and culture destinations are key factors in determining where people choose to travel. Cultural tourism inspires connection, empathy, and a renewed appreciation for the ways of others. Communities understand the role that arts and culture have in strengthening tourism, regional identity, and person-to-person connection.

The arts appeal not only to domestic audiences but also to foreign ones, with a significant number traveling specifically to experience new cultures. According to the Domestic Arts Tourism report produced by the Australia Council for the Arts in 2020 the number of Australians engaging with the arts while exploring their own country are growing- in 2018 Australians took 12.3-million-day trips and 13.4 million overnight trips within Australia that included arts activities. The destinations where tourists are especially likely to engage with the arts are in regional Australia. Arts tourism tends to align with travelling further, staying longer, and spending more. Ballarat had the highest proportion of arts activity for day trips between 2015-18 and is the region where visitors were most likely to engage with the arts (11% of visitors engaged with the arts).

These trends suggest that Ballarat will need to invest in infrastructure, product, and experiences that:

- Grab the attention of the Gen Y and Gen Z for a short break market
- Reflect the unique qualities of Ballarat and are anchored in the local culture
- Connect the community and their friends and relatives that visit
- Make visible contributions to a sustainable and a carbon-positive future
- Contribute social benefits to the community

Source: Domestic Arts Tourism report produced by the Australia Council for the Arts



Artist and educator: Margie Balazic tests her augmented reality artwork activated as part of the 2019 Ballarat Winter Festival Activated ArtWalk. [chip_shots](#) 9

Co-designing future experiences

Industry leaders participated in a series of online forums generating a dynamic list of authentic and powerful future experiences

and what our visitors would be saying and feeling by visiting Ballarat in 10 years time.

"The city comes alive in new ways every night with the coolest venues. I had the opportunity to savour some regional wines and local beer on an ornate balcony hidden away in a laneway. My partner thought it was the best date I have ever taken her on!"

**#InLoveInBallarat
#InLoveWithBallarat
#contemporaryheritage**

"I just saw TeamLab Gold! Japanese digital expressionism in a deep underground vault...300m beneath Ballarat! See the clash of old meets new! I felt like I was in a gold rush mine but in 2050 at the same time!"

**#IncredibleBallarat
#TheDigitalUnderground**

"The recent investment in Sovereign Hill and the Eureka Centre have made them truly world class attractions – I've just spent the day completely immersed in the story of democracy and Australia's rare trades."

"I spent the afternoon in an engaging session understanding the history behind the possum skin coat – it is amazing to finally see it!"

#WadawurrungCountry

"I spent hours in the art laneways in Ballarat CBD. I enjoyed the sense of discovery, the secrets I unveiled, the authenticity. These buildings speak to me!"

I spent hours just wondering, nourishing my creativity in the cafes and galleries along the way. Diving into the stories of this city."

#HiddenBallarat

"Took some friends visiting from Melbourne to The Buninyong Farm which was all paddock to plate, and permaculture. Move over Brae! I have found my happy place! Next level food that honours the produce and setting."

#theoriginalorganic

"Just did my first gin distilling course, and now off to lunch before heading for another craft workshop with the girls."

"Public art everywhere! Interactive, compelling, surprising!"

#CreativeBallarat

Global inspiration

International Benchmarking of other international UNESCO Creative Cities with a strong tourism focus (Copenhagen, Bruges, and Wellington) confirms that the success of each destination lies in the combination of their attractions, innovative use of heritage spaces, and opportunities for visitors to connect and interact with the city's creativity that bring the vibrancy and distinctiveness that visitors are looking for.

The opportunities that are strategically important are additional experiences that bring the creative heart of Ballarat to life, attract new markets, and extend length of stay. Investing in Ballarat's creative products and heritage backdrops and developing immersive experiences that connect the two will bring Ballarat as a Creative City destination to life and make it a compelling destination for travellers.



State Bird Provisions, San Francisco
 [thebolditalic.com](https://www.instagram.com/thebolditalic.com)

'Pop-up' phenomenon

Examples of the 'pop-up' phenomenon that is strongly linked to tourism are the 'ruin bars' in derelict buildings in Budapest. In San Francisco, a new program allows businesses to operate in parts of outdoor public spaces.

For restaurants and shops, this means the option to expand onto sidewalks and market squares. In Berlin local authorities are turning the city's large outdoor spaces into open-air venues for clubs and bars to rent.



Biking in Copenhagen
 [visitcopenhagen.com/biking](https://www.instagram.com/visitcopenhagen.com/biking)

Sustainably designed

It is proven that simple design stands the test of time. And nowhere is that more evident than in urban mobility where the bicycle continues to be the most efficient, practical, and reliable solution to mobility in cities.

Globally cities are building infrastructure and expanding facilities to accommodate the bicycle and the ability to hire bikes as an everyday mode of transportation while improving urban liveability. Copenhagen is considered the most bike-friendly city in the world.

Global Inspiration



Plus One Berlin
📷: we-heart.com

Plus One Berlin

Plus One Berlin gives you a stylish, ecological apartment to stay in 'Kreuzkölln', an exciting and non-touristy neighbourhood of Berlin, and the opportunity to be the 'plus one' of a well-connected and knowledgeable local of your choice.

As their 'plus one' you're given a one-of-a-kind insight in to Berlin life and can discover a side to the city that only locals see. You can take your pick from over 30 locals and choose when you want to hang out with them and for how long.



London Art project
📷: kingscross.co.uk/the-outside-art-project

Outside Art Project

Good examples of successful mixing of creative enterprises and creative participation by the local community is [Westergasfabriek in Amsterdam](http://Westergasfabriek.in.Amsterdam) and the Outside Art Project in London.

London's Outside Art Project is a permanent outdoor gallery. The 26-acre space is made up of 15 movable displays featuring the work of acclaimed photographers and visual artists with benches and seating available throughout. In the future, they plan to collaborate with cultural organisations across the UK and other countries to host a rotating roster of exhibitions and events.

Core attribute pillars

Ballarat's unique point of difference as a destination is defined by the intersection of two overarching attribute pillars. These pillars are at the root of our identity and act as anchor points for the types of product and experiences we offer.

1. Cultural and creative

A fusion of cultural and creative experiences crafted by exceptional artisans, makers, designers, creators, and performers.

2. Contemporary heritage

Experiences that are created against the rich tapestry of Ballarat's history and architecture.

The intersection of Ballarat's unique attributes has created an aspirational and unique selling proposition for Ballarat. It's our spirited and creative attitude to our future, matched with our maturity to examine our past.

Ballarat's unique selling proposition

Reflect on our past, revel in our present and imagine our future.



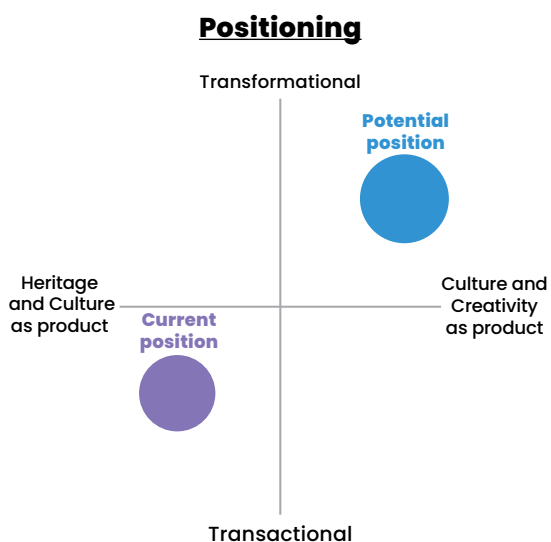
Artist: Koji Hoashi 📷: taracmoorephotography

Challenge the status quo

Ballarat's culture is a reflection and expression of our customs, traditions, heritage, and social character. At the core of our distinctive offering is a deep and honest commitment to the quality of place and the uniqueness of the people and stories that bring it to life, give it character and shape its distinction.

We need to think differently about the potential opportunities this presents and challenge the way we have done things in the past. We need to carve out our position in the destination marketplace and shift to becoming a place of creative connection. This will set us apart from other regional destinations in Victoria.

This will mean moving from transactional heritage and cultural experiences to more transformational and inspirational experiences as detailed in the diagram below.



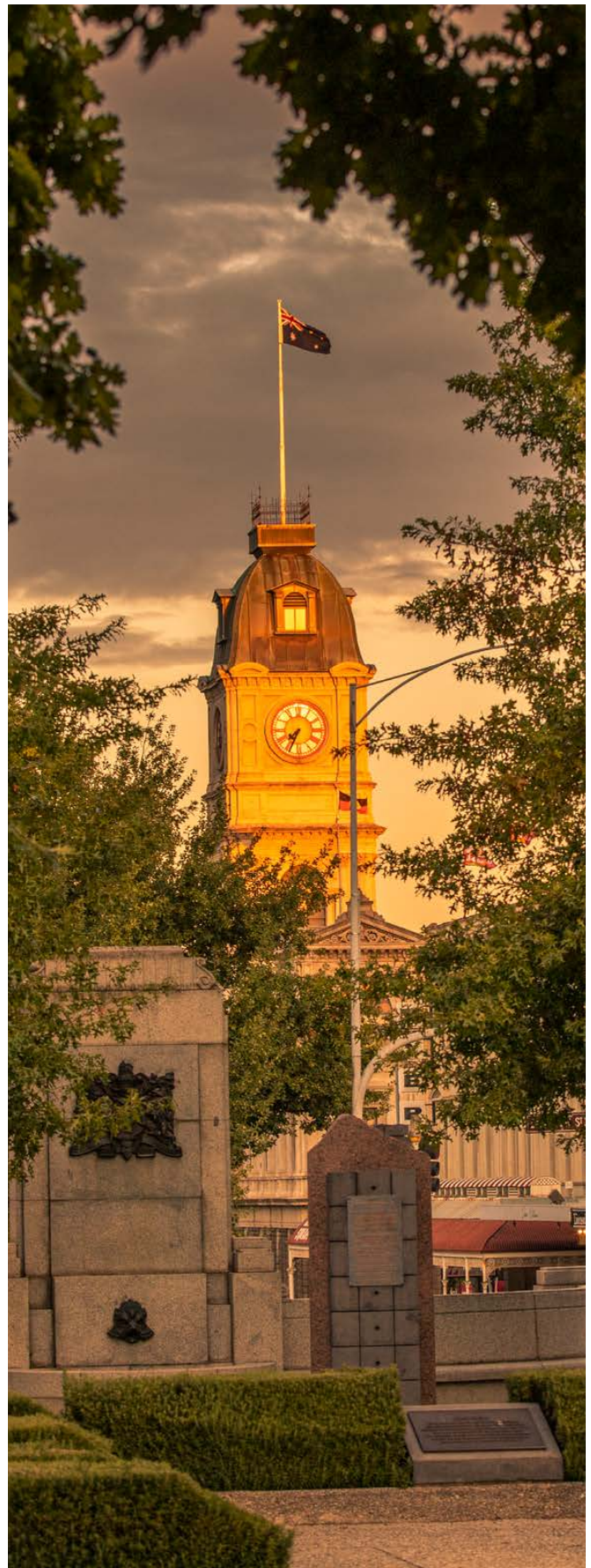
Federation University students performing at the Begonia Festival, 2019
 Instagram: @chip_shots

Experience gaps

A supply-side assessment of Ballarat's tourism product indicates the region has a diverse range of quality tourism products; however, they are not brand aligned nor sufficiently distinguishable from other goldfield/heritage destinations in the region.

The following gaps have been identified:

- Attractions with limited opportunity for active participation
- Limited opportunity for experiential creativity and artistic immersion
- Underutilised heritage spaces
- Lack of night-time economy to create cultural vibrancy
- Limited indigenous product to complement the heritage story
- Limited product to support the region's cycling opportunities
- Limited activity directly targeted sporting events
- Lack of packaging to support Ballarat as a region to explore
- Creative experiences are hard to find
- Connectivity, formal and informal tours within city
- Lack of connected and lively precincts
- Leverage the latest in digital innovations to improve visitor servicing and develop new enriching experiences
- World Heritage Bid and commitment to a Dark Sky Community
- Local ambassadors to assist in the promotion of product and experiences.
- The development of new major attractions, and reinvestment into existing product
- Limited all-weather and family-friendly product



chip_shots

The way forward

Ballarat's unique point of difference as a destination is defined by the intersection of two overarching attribute pillars.

These pillars are at the root of our identity and act as anchor points for the types of product and experiences we offer. The pillars are key drivers for our events calendar.

- ① Contemporary Heritage**
- ② Cultural and Creative**



📷: @chip_shots

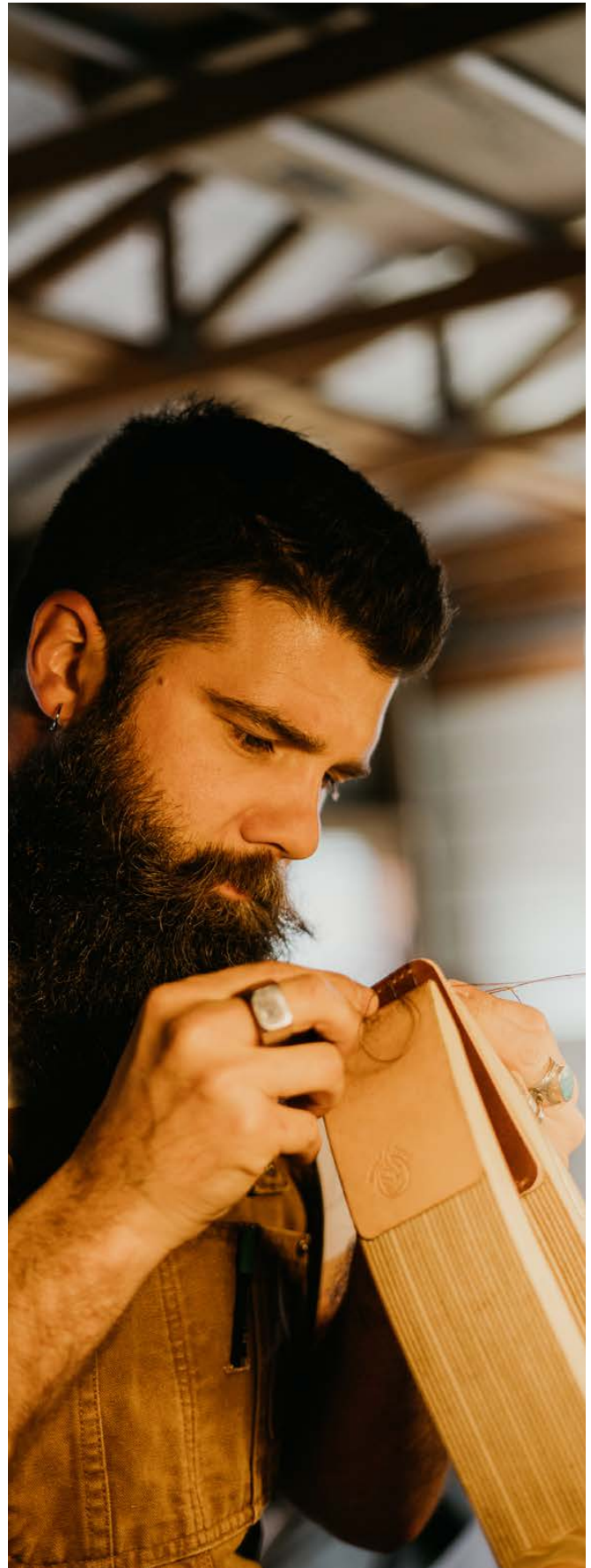
1

Contemporary heritage

Experiences that are created against the rich tapestry of Ballarat's history and architecture.

Opportunities

- Reinvent civic heritage spaces through events, creative clusters, art, and food and drink experiences
- Support the vision and strategic plan for the Eureka Centre and continue to align it to the core experience pillar of Modern Heritage and story of the city.
- Invest in new contemporary attractions
- Encourage new and revitalised accommodation offering
- Connect heritage attractions with improved walking and cycling routes and signposting, touring routes and technology
- Embed and showcase sustainable projects and infrastructure in key visitor precincts throughout the city
- Explore the use of technology to animate the stories of those who have lived or passed through this region over its long history - Wadawurrung peoples, Chinese, immigrant and others - as well as the stories of Ballarat's past and present residents
- Activate the Night Economy by curating using lighting throughout the city supported by evening opening of museums, cultural facilities, education classes, restaurants bars and music
- Creatively leverage the events calendar
- Resource the execution of the Events Strategy to realise its vision of events becoming a prominent driver of being an innovative, inspiring, caring, and courageous city
- Partner with Federation University to leverage the extensive footprint of buildings and leading-edge expertise providing a suite of new opportunities for learning, innovation, and trades



Benny Mitchell

2 **Cultural and creative**

A fusion of cultural and creative experiences crafted by exceptional artisans, growers, makers, designers, creators, and performers.

Opportunities

- Revitalise Ballarat's CBD experience to connect visitors to the city's 'creative' heart that integrates culture, art, hospitality and creativity into public spaces, way finding, mapping, and transit systems and night economy activation
- Support the expanded footprint Ballarat Regional Art Gallery to provide a new state-of-the-art facility
- Support Sovereign Hill's new Masterplan and investment into the new Centre for Rare Arts and Forgotten Trades (CRAFT) leading the way for further opportunities to solidify our role as Victoria's creative capital
- Develop the new best in class attractions with modern state of the art technology
- Support in creative spaces/enclaves populated by cultural creatives with vibrant atmosphere – music, food, artistic immersion
- Support outdoor art, creative, artistic, hospitality literary trails and storytelling infused with heritage
- Highlight opportunities to improve the public infrastructure required to maintain, support, and improve the existing live music culture in Ballarat
- Support Ballarat's reputation as the home of photography with a world class centre for the art of photography
- Develop indigenous tourism product and interpretative signage, storytelling.
- Explore opportunities to share community assets and profile sustainability themes, cultural tourism and 'local hood' through activities, community gardens and community cultural events
- Ballarat's role and advocacy for Goldfields World Heritage Bid to obtain the benefits it would bring to the broader region.



📷: @mattdunnephoto

Key attributes

The key attributes can add value by building on Ballarat's uniqueness in a way that is authentic and tangible.

- **Food and drink**
- **Sporting and active**
- **Accessible facilities**
- **Accommodation**
- **Greater Region**
- **Touring Routes**
- **Retail**
- **Nature**
- **Events**



📷: [mitchell_harris](#)

Key attributes



Food and drink

Our culinary creations are part of our creative cultural offering. Food and drink including locally produced wine and craft beer are increasingly important to visitors, and form an integral part of their visit to Ballarat. There are several breweries and distilleries offering handcrafted beer, cider, gin and whiskey and Ballarat is the home of the Australia Craft Beer Centre of Excellence.

Opportunities:

- The city's architectural spaces, buildings and laneways create unique spaces for culinary experiences
- Hands-on classes available daily from experienced artisans
- Itineraries to connect regional producers and farm gates with the Ballarat food and drink experience
- Increase the profile of the Pyrenees Wineries, artisan producers, distillers and brewers and exploring the region through food and drink experiences a key driver of travel intention for targeted audiences
- Clarify brand positioning for Ballarat as a craft beer destination so future product development and promotional activities reflect a consistent messaging.



Sporting and active

Ballarat is known as a regional capital for major sporting events with high quality infrastructure. There are several major golf courses in the region, two of which are classified within the top 100 Australian Public Access courses.

Ballarat has a wide range of trails and facilities tailored to different types of cycling. The region hosts an extensive variety of large and small cycling events including Cycling Australia's Gran Fondo Road Nationals.

Opportunities:

- Promote Ballarat's sporting participation and spectator events that have the greatest potential to increase visitor demand
- Partner with industry to nimbly respond to sporting opportunities when they arise
- Explore the opportunity for a dedicated Sports Museum centrally located in Ballarat
- Invest in new and existing sporting infrastructure with emphasis on accessibility
- Continue to develop and promote Ballarat's trail network through the implementation of the Ballarat Cycle Action Plan, Visit Ballarat Cycle Sector Plan (2018)
- Develop a bike-friendly program positioning the region as a biking hub

Key attributes



Accessible facilities

Ballarat offers a high level of accessible facilities including accommodation, cafes, and restaurants, play spaces, gardens, attractions, and sporting and recreational facilities with capacity that cannot be matched by most regional destinations.

Opportunities:

- Develop online material that includes digital assets, infographics and fact sheets on facilities and access to help visitors of all backgrounds travel independently and confidently



Accommodation

Our accommodation offerings have a significant impact on the region's capacity to attract visitors. There are currently around 90 accommodation businesses offering approximately 1,800 rooms which encompass a broad spectrum of styles and standards.

Opportunities:

- The city's architectural legacy is perfect for heritage accommodation while also catering to market expectations for contemporary comfort
- Identifying and addressing our current accommodation gaps to meet our priority market segments needs and expectations.

Key attributes



Greater Region

Ballarat acts as a tourism hub in the context of the broader region. Within 45 minutes of Ballarat many of the villages provide a layer of product which can add to Ballarat's appeal such as spa, food, wine, and nature-based attractions. Pyrenees, Clunes, Creswick, Avoca, and the Grampians

Opportunities:

- The layer of product found in proximity to Ballarat strengthens its position as a hub for tourism with strong potential for leverage
- Due to current closure of Victorian State borders there is an increase in the touring and drive market



Touring Routes

The Great Southern Touring Route is a major touring product for Ballarat, particularly due to it being a focus for international marketing of the region. The Great Southern Touring Route includes a range of prominent Victorian destinations as well as Ballarat, such as the Great Ocean Road, The Grampians, and the Spa Country.

Opportunities:

- The Ballarat region has more reliance on short break overnight travel which is expected to bounce back better than extended domestic trips.
- Advocacy for existing touring route models to become more agile and versatile with a focus to relevant domestic markets for the short to medium term. I.e. Great Southern Touring Route.

Key attributes



Retail

The city has a wide range of smaller, boutique, owner-operated stores which feature clothing, gifts, health and beauty products, jewellery, vintage goods, and other items with strong visitor appeal. Ballarat has three markets which provide additional diversity to the retail offering.

Opportunities:

- The opportunity to curate itineraries of independent retailers will be attractive to new priority markets who like to alternate their fast-paced tech way of living to return to the past ie vintage and second-hand shops
- Opportunities to create opportunities for local producers to profile their product in existing venues or create additional markets and pop-up venues to profile locally made products



Events

Events play a significant role in showcasing Ballarat, stimulating tourism demand, increasing expenditure, and positioning the City as an exciting visitor destination. The impact of events will be heavily dependent on our ability to better leverage and reimagine what we currently have. Supplementing that, we will look to acquire and develop new events that align with our natural strengths as a destination.

Opportunities:

- Create a year round events calendar that:
 - Delivers on the key pillars and attributes identified in the TEP
 - Supports low occupancy periods including mid week ie Business events
 - Appeals to priority audiences
- Share our Compelling Narratives of our city and its people through events. e.g. The Eureka Story, Chinese Heritage, The Wathaurong People, Sustainability
- Develop a major signature arts/cultural festival for Ballarat which builds on the region's creative strengths
- Partner with industry to nimbly respond to opportunities when they arise

Key attributes



Nature and sustainability

Cycling and walking trails make up a large component of the nature-based tourism opportunities within Ballarat. Lake Wendouree, Lake Learmonth, and Lake Burrumbeet are widely used as a recreational facility for both residents and visitors to the city.

Opportunities:

- Develop online material on gardens and nature-based activities
- Build and share content on the sustainability narrative to be threaded through communications across all stakeholders. Examples wind energy, education piece. McCain 40-hectare solar farm.
- Encourage more dedicated activities available on Lake Wendouree, Lake Burrumbeet, Lake Learmonth

Visitor profiles



Domestic day trippers

Almost half are visiting from regional Victoria, followed by Melbourne (44%) and other states.

Most day trippers are coming to Ballarat to visit friends and relatives (34%) and holiday (32.1%), and almost 20% travel to Ballarat for business.

Average expenditure is \$101 per visit.

Around one third are aged between 35-54 years and 15-34 years' (25.8%) and '65 over' (23.4%).

They are most likely to participate in social activities and enjoy Ballarat's outdoors and sporting activities.



Domestic overnight visitors

Are mostly from Melbourne, followed by regional Victoria and other States (NSW and SA).

Their main reason to travel is to visit friends and relatives, closely followed by holiday and, to a lesser extent, business.

The majority stay for around 2 nights with friends and relatives as well as commercial accommodation.

The average expenditure per night \$149 per night.

The majority are aged 35-54 years (38.0%), followed by '15-34 years' (27.3%) and '65 and over' (20.9%).

Eating out is the most popular activity, followed by catching up with friends and relatives, and enjoying Ballarat's outdoors and sporting activities.



International visitors

Most international visitors visit Ballarat as part of a holiday.

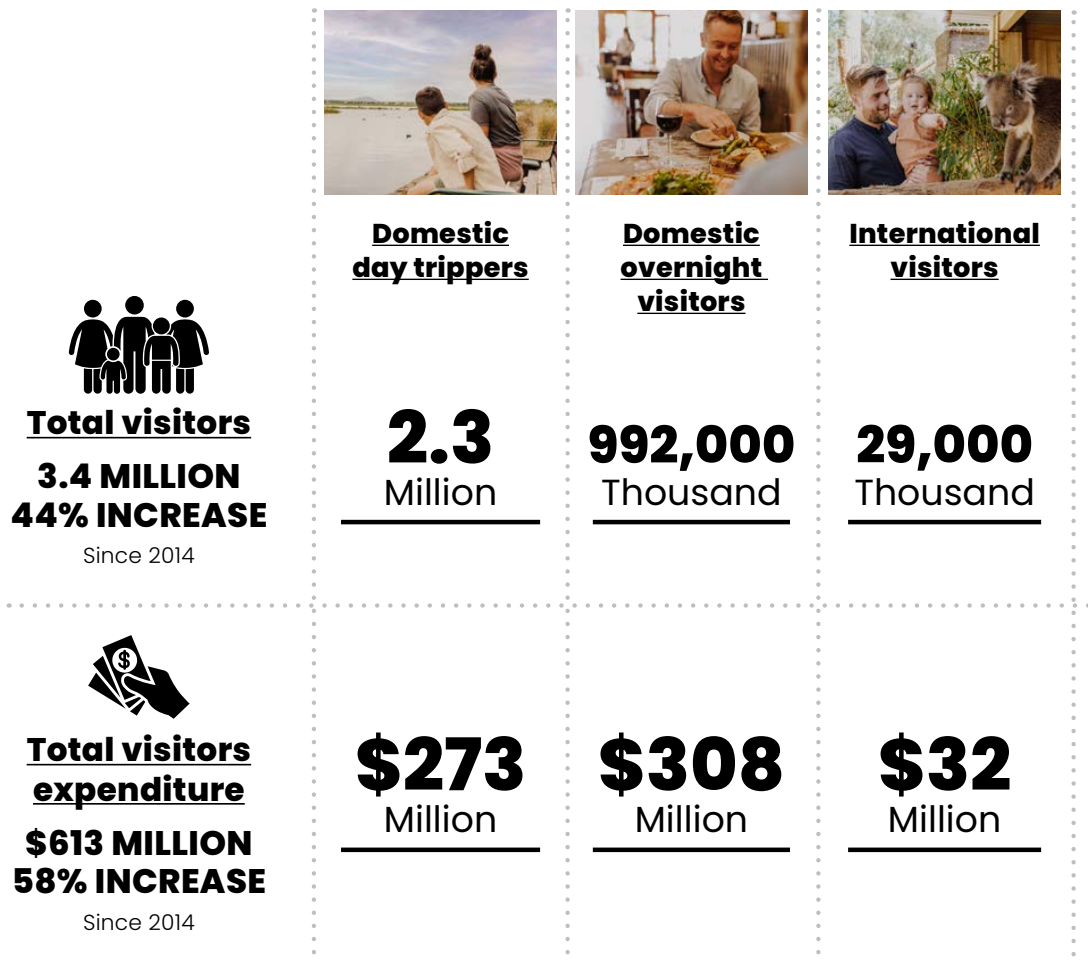
They are mainly from New Zealand and Asia, followed by United Kingdom and Europe.

They enjoy social activities, outdoor activities and sports and enjoy local attractions.

The average expenditure per night is \$66.

Ballarat's visitor economy 2019*

*Source: Tourism Research Australia, NVS and IVS, December 2019



International source markets

NEW ZEALAND, ASIA, UK, EUROPE

Domestic source markets

REGIONAL VICTORIA AND MELBOURNE

Ballarat's visitor economy 2019



Purpose of visit



Domestic day trippers

36.4%

Visiting friends
and relatives

34.7%

Holiday

18%

Business



Domestic overnight visitors

42.9%

Visiting friends
and relatives

41.9%

Holiday

15.2%

Business



Total visitor nights

2.6 MILLION
70% INCREASE

Since 2014

529,000
Thousand

2
Million

Total employment

3,000 JOBS = 6.2%

OF TOTAL EMPLOYMENT

Market share of Victorian Regional Tourism

5.4% DOWN FROM 5.6%

IN 2014

Tourism performance

Ballarat is the fourth most popular regional destination in Victoria receiving a record 3.4 million visits and 2.6 million visitor nights in 2019 (December YE).

70%

**of visits to Ballarat
domestic day trippers**

29%

**domestic overnight
visitors**

1%

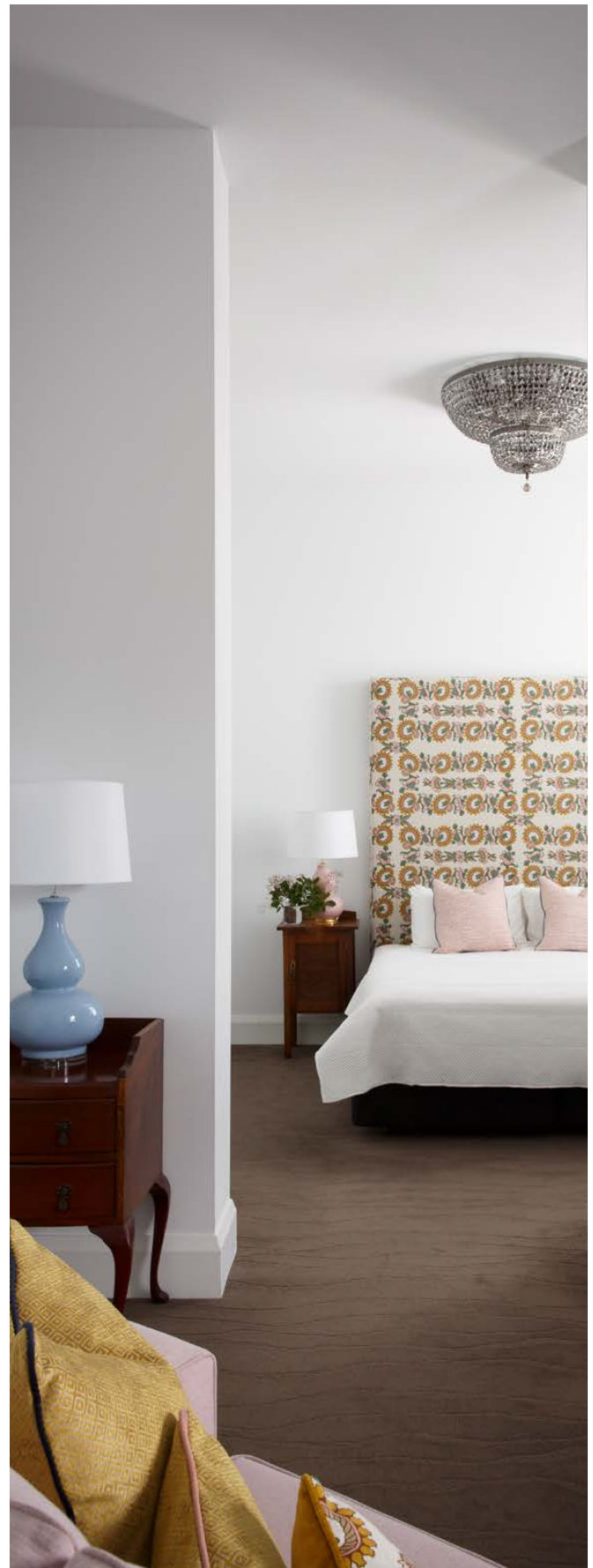
international visitors

While day trippers are an important sector, visitor spend data demonstrates that the domestic and international overnight visitor markets are far higher yielding and, while only Domestic and International overnight visitors represent 31% of total visitation generate 56% of all spend.

Domestic overnight market is 80% of overnight visits compared to the International overnight market of 20%

Capturing the international market is challenging for Ballarat because of the strong competition from other Victorian iconic attractions, including Phillip Island and the Great Ocean Road. While the potential for growth does exist in the international overnight market, the domestic overnight market presents the greatest opportunity for Ballarat.

Adjacent regions such as Bendigo will continue to compete for this market, which means Ballarat will need to invest in its visitor economy to retain and grow its market share. Attracting both markets will require enhancements to products, and infrastructure built in past decades which may need renewal or updating to provide a more compelling experience for both domestic and international markets in an increasingly competitive environment.



The Provincial

Our market share

Ballarat's market share of visitors has fluctuated between 5.5% and 6% over the last ten years, reaching its lowest point in 2018 (5.3%). Geelong receives around 10.4% of all domestic visitors to regional Victoria and Bendigo around 7.7%.

Cultural visitation

Over the last ten years Ballarat has experienced strong growth in the cultural tourism sector. Ballarat attracted 12% of domestic day trippers, 8% of domestic overnight visitors and 4% of international visitors in 2019. Its competitors in this sector are Phillip Island, Bendigo, and Geelong.

Food and drink visitation

Visitors to Victoria participating in food and wine tourism activities have more than doubled in the last ten years. Compared to other Victorian regional destinations, Ballarat holds the smallest market share of the domestic overnight food and wine market (2%). Phillip Island (23%) and the High Country – Murray East (22%).

Nature based visitation

Over the past ten years there has been a slight increase in the participation of nature-based related activity in Ballarat. When compared to other destinations in regional Victoria, Ballarat holds a very small share of the nature-based tourism market (3% of the domestic overnight market).

Business travel

In the last three years the number of domestic visitors travelling for the main purpose of business increased by 36%.

Source: All data in this section is sourced from NVS, IVS Tourism Research Australia.



teaganglenane

Drivers of domestic travel to Ballarat

Tourism Research Australia provides statistics and research on both international and domestic tourism for all regions including Ballarat. The research, analysis and data assists government, tourism industry and other businesses to make informed planning, marketing, and investment decisions.

42.9%

Visiting friends and relatives

The Visiting Friends and Relatives market (VFR) are a significant market for Ballarat. The highest yield or greatest growth opportunity within the VFR sector are affluent, frequent, younger travellers and new Australians. If targeted effectively, the domestic VFR market represents a significant opportunity to stimulate the local visitor economy. Ballarat has slightly above regional average levels of VFR travel in domestic visitor nights.

41.9%

Domestic leisure markets

The market predominantly capitalizes on recreational activities such as entertainment, travel and accommodation, sports, betting and gaming, eating and drinking, and cultural activities.

15.2%

Corporate and business travel

In the last three years the number of domestic visitors travelling for the main purpose of business increased by 36% from 122,000 visits in 2017 to 166,000 in 2019. The number of domestic visitor nights increased by 17% from 269,000 to 314,000 over the same period.

Source: All data in this section is sourced from NVS, IVS Tourism Research Australia.



teaganglenane

Overarching destination marketing recommendations

Start at the basics by challenging the fundamental misconception that Ballarat is not a tourism destination

The City of Ballarat must reinforce the most fundamental destination brand elements; that Ballarat is a getaway, has surprises in store, has a 'holiday feel' etc. are all essential to opening the door to consideration.

Promise breadth of opportunity

There's no single attraction, or even combination of attractions, which on their own merits convert mainstream visitation. The solution is for audiences to implicitly believe they'll find what they need to compile a great trip when they get there. By all audiences, the Visit Ballarat website is evaluated as an excellent resource to achieve this – and driving more traffic towards it is implicit to converting consideration to visitation.

Promote Ballarat's established scene of authentic and down-to-earth producers

Exploring regions through food and drink experiences is a key driver of travel intention for all audiences. Being a heritage regional centre, the link between Ballarat and artisan produce is intuitive. Creating intrigue through food / drink is an effective way to prompt a more thorough investigation of Ballarat as a place to visit, ties in with Ballarat's broader cultural offering, and challenges misconceptions of Ballarat as a 'characterless' regional town.

Promote shareable, picturesque moments which convey a getaway

For all audiences, this style of communication is a short-cut to convey newness, liveliness, and escape, addressing Ballarat's key barriers in doing so. For primary target segments in particular, full trips start from an initial source of inspiration, often through word of mouth, an image or simple description shared via social media.

Weave nature into the brand story

It is a major impediment that Ballarat is not perceived to deliver any kind of nature experience. Perhaps exacerbated under COVID conditions, all audiences expect fresh air/walk/sightseeing outdoors as a part of their travel, even when that travel is centred around an urbanised or indoor activity.

Source: City of Ballarat Tourism Segmentation Quantum Research Feb 2021

Priority visitor audiences for Ballarat

The overarching goal of this audience research is to provide the City of Ballarat with a clear and reliable profile of the current and potential future visitor base, their motivations and visitation behaviours, as well as an understanding of perceptions and attitudes toward Ballarat's existing and prospective future visitor offering.

Active Regional Explorers and Regional Fledgling segments are identified as new primary targets for Ballarat. Relative to other markets the impact of destination marketing will have a shorter lead time to attract these engaged and flexible primary markets.

Family Heartland and Mature Tastes segments are identified as secondary targets

Mature Tastes are a relatively lower value segment (fewer trips/nights and relatively lower spend), but they naturally align with Ballarat's facilities and offering so are available for conversion.

Family Heartland are a challenge for Ballarat to convert as they are among those least likely to consider/think Ballarat is right for them. However, this is a positioning issue which can be addressed since Ballarat offers most of what they look for.

Whilst more challenging to convert to consideration, visitation intensification Ballarat has the assets to attract these audiences.

Source: City of Ballarat Tourism Segmentation Quantum Research Feb 2021



chip_shots

1

Active regional explorers:

Travelling in regional Victoria is a regular part of our life.

Who are they?

Spend the most per night and spend more nights away than any other segment.

- Skew younger, often at family life stage.
- Metro Melbourne suburbs.
- Educated, curious and enthusiastic.

What defines them?

- Engaged across channels, travel extensively and widely, participate in a broad range of activities.
- Seek out enriching experiences; aspire to more than just 'relaxation'.
- Do not conform to one trip 'type', they arrange different itineraries to suit different needs.

Visitation habits:

- Take weekend and extended trips, typically touring to cover more than one activity.
- Above average spend, prioritise recreation in their budget. Can include VFR spends.
- Engage in one or more outdoor pursuits, often cycling, fishing, or getting into National Parks.

Engaged by:

- Constant lookout via. all channels for what is new or different in regional Victoria.
- More likely to engage with art, culture, history and attend structured ticketed attractions.



Instagram: [mattdunnephoto](#)

2

Regional fledglings:

We can find cool things to do by leaving the city and getting out there.

Who are they?

Make more frequent day and short overnight trips than other segments. More likely to consider Ballarat in-scope for a daytrip (if metro-based). Are flexible to consider and convert to visiting Ballarat (as well as other destinations).

- Young singles and couples may travel as groups of friends.
- Metro-based and urbanised tastes.
- Following emerging trends, not their parents' example.

What defines them?

- Explore through visitor-oriented producers, events/festivals, local operators, etc.
- Food and wine focus and have the budget to support it.
- Lighter touch in the outdoors, may camp or bushwalk but it's principally a social endeavour.

Visitation habits:

- Travel often, but typically on short weekend breaks or daytrips.
- Emphasis on AirBNB-type accommodation.
- Trips commonly based around a half-day hike/bushwalk.

Engaged by:

- Social media, review sites, and official tourism/destination sites.
- Modern dining, wineries, craft beer, music events/festivals, novelty, and intrigue.



mattdunnephoto

3

Mature tastes:

Good food, good wine, taking it easy for a few nights in pleasant surroundings.

Ballarat region is above average in its reliance on over 55 domestic overnight travellers (2017/18 data).

Source: TRA online

Who are they?

- More often mature (40+) no kids, kids no longer dependent or kids left home.
- Relaxed budget though not necessarily high spend.
- Overnight travellers typically couples but sometimes with friends.

What defines them?

- Value taking it easy and relaxing over a packed itinerary.
- Self-identify as a foodie, make planned dining arrangements, and seek out produce.
- Visitation centred around townships, not nature.

Visitation habits:

- Schedule a handful of overnight trips per year, tending to be pre-planned rather than spontaneous.
- Traditional country visitor, motel stay, township shopping, etc.
- More likely to be led by a female decision-maker.

Engaged by:

- Modern (but in comfort zone) food and wine offering.
- Spending time in picturesque settings (but limited proactive engagement e.g. art gallery).
- Brochures, information centres, etc. support online research.



📷: @mattdunnephoto

4

Family heartland:

Booking something during school holidays is a chance for everyone to catch their breath.

Who are they?

- Aged 30-49, with one or more kids under 16.
- Mix of metro and regional audiences.
- High household income and spend (a marker of life stage, not luxury).

What defines them?

- Busy working parents, balancing multiple commitments, seeking a break.
- Conceptualise travel as a 'holiday', which is arranged and looked forward to in advance.
- Expect kids' activities, expressed as conventional child-oriented fun.

Visitation habits:

- May travel with other families; certainly, prioritise kids hanging out with other kids.
- Self-contained accommodation, including managed camping and holiday parks.
- Tend toward regional centres and larger townships 'with more to do'.

Engaged by:

- Days out, attractions, traditional family fun.
- Side-trip into nature or National parks, but not the focus.
- Focussed on online reviews.

Opportunities:

Aligns with Ballarat's core traditional offering, including Sovereign Hill and other attractions.



📷: [mattdunnephoto](#)

Five Strategic Priorities

The Traveller Experience Plan has five priorities. Implementation of our priorities will occur in partnership with a broad range of organisations. Creating a culture of collaboration within the Ballarat Region with strategic partners, the tourism and hospitality industry, the creative industry, community organisations and all levels of government will be instrumental in achieving our goals.

- 1 Develop and implement a co-designed Visitor Economy Strategy 2021-2024**
- 2 Implement dynamic long-term visitor planning and anchor investment**
- 3 Focus on product development and innovation**
- 4 Research driven cooperative marketing plan**
- 5 Facilitate community tourism**

Five Strategic Priorities

1

Develop and implement a co-designed Visitor Economy Strategy

The *Visitor Economy Strategy 2021-2024*, will focus actions and partnership with industry to achieve following:

- Increasing overnight visitation to the region and extending the average length of stay as these will deliver higher economic benefits (including local jobs and investment) than the day tripper market
- Converting the high volume of day trippers to overnight visitors and;
- Leveraging Ballarat's strong visiting friends and family market

We will build an overarching plan co-designed with industry that includes:

- Strategic Vision, resourcing, and action plans
- Strategic partners
- Data led with regional tourism data and measured performance
- Prioritisation and promotion of tourism infrastructure and product development projects that support the Traveller Experience Plan
- Implement visitor service excellence education and training programs

2

Implement dynamic long-term visitor planning and anchor investment

We will actively build on the master planning and pursue investment in both public and private infrastructure including iconic attractions, civic amenities, visitor services, connectivity, transport connections, to support growth in the visitor economy. We will focus on:

- Build on the Creative Cities Masterplan to support the fundamentals of the *Traveller Experience Plan 2021–2030* that will support a broad program of activities, showcasing the city's assets and expressing the creative energy of its community
- Leverage the Railway precinct vision to create a public space at the doorstep to the city that can be used for events, gatherings, visitor information and a gateway to visitors and the community
- Develop a set of attributes that will assist in decision making of Catalyst Projects for business case development, funding, and delivery of infrastructure that supports growth of the visitor economy
- Scale up the level of investment in iconic visitor attractions and supporting infrastructure
- Facilitate opportunities for investment and innovative models of funding and delivery via multiple funding streams, including public private partnerships
- Embedding visitor economy considerations within all infrastructure projects

Five Strategic Priorities

3

Focus on product development and innovation

We will focus on attracting investment on the key experiences that prioritise the core attributes. We will:

- Develop an action plan to prioritise the identified product opportunities in the *Traveller Experience Plan 2021–2030* that match priority segments
- Develop integrated experiences, tours, and itineraries through our different enterprises (food, retail, creative, sport and heritage)
- Prepare a Traveller Signage and Interpretation Strategy to support storytelling and interpretation, wayfinding, and a consistency throughout the region
- Prepare a Night-time economy activation Plan for Ballarat

4

Research driven cooperative marketing plan

The strategic marketing plan will apply a research driven approach to identify and segment target markets to match supply and demand. We will:

- Develop a strategic marketing plan that identifies the segment target markets to match supply and demand
- Invest in marketing to underpin the positioning outlined in the *Traveller Experience Plan 2021–2030*
- Establish cooperative marketing programs that have measurable goals with results published to participants
- Develop customer journeys for all priority audiences and identify opportunities
- Confirm the long-term brand strategy

Traveller Experience Plan 2021–2030

5

Facilitate community tourism

Ballarat's greatest asset, and ultimately its competitive advantage, is the creative energy that is generated by our community and the many talented people who choose to live in the region. The community of Ballarat play an integral role in hosting and welcoming visitors. They are the creators of the Ballarat experience for their friends and relatives enabling unique, authentic, and local experiences. While strengthening our efforts to attract more visitors, we increasingly need to do so from a people-based growth perspective: growing not only to increase the number of visitors, but also to expand the value of visitors to our community. At the core of this plan is the need to support our residents as hosts and experience entrepreneurs for our visitors.

We will:

- Recognise that residents, whether hosting visiting friends and family or meeting a visitor on the street, play a key role as ambassadors of the Ballarat experience
- Utilise the City's vast communication channels and onsite locations to promote activities, events, and happenings
- Build on the intercultural community status expressed through community events and programming
- Enable shareable moments between locals and visitors through relevant initiatives
- Partner with the Wadawurrung and Dja Dja Wurrung peoples to support their aspirations for tourism enterprise
- Inspire the local community and industry to mobilise together and deliver on the vision, in this plan and build the industry's resilience and agility
- Deliver a high quality, personalised and customised services, tailored to the individual visitor's needs
- Explore digital or downloadable itineraries which clearly detail and defines walks, rides, and points of significance

39

Ballarat's culture is a reflection and expression of our customs, traditions, heritage, and social character. At the core of our distinctive offering is a deep and honest commitment to the quality of place and the uniqueness of the people and stories that bring it to life, give it character and shape its distinction.

We need to think differently about the potential opportunities this presents and challenge the way we have done things in the past. We need to carve out our position in the destination marketplace and shift to becoming a place of creative connection and active participation. This will set us apart from other regional destinations in Victoria.



The Phoenix | 25 Armstrong Street South, Ballarat, Vic 3350
City of Ballarat | PO Box 655, Ballarat, Victoria, 3353

☎ 03 5320 5500 🌐 ballarat.vic.gov.au 🌐 visitballarat.com.au

April 2021

8.3. PUBLIC ARTS POLICY

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Kate Gerritsen – Public Art Coordinator

PURPOSE

1. To provide Council with a new Public Art Policy (2021).
2. To request the Public Art Policy (2021) be adopted by Council.

BACKGROUND

3. There is currently no guiding public art policy or framework to provide direction and procedure for its curation and themes, governance and commissioning, collection management, and financial contributions. The previous Public Art Policy and Masterplan was revoked by Council in 12 June 2019 in accordance with resolution R140/19;

Council resolves to:

Repeal the Public Art Policy (2010) endorsed by Council 10 February 2010 by resolution R032/10, revoke the Public Art Advisory Committee Terms of Reference endorsed by Council 9 June 2010 by resolution R154/10 and wind up the appointed Public Art Advisory Committee.

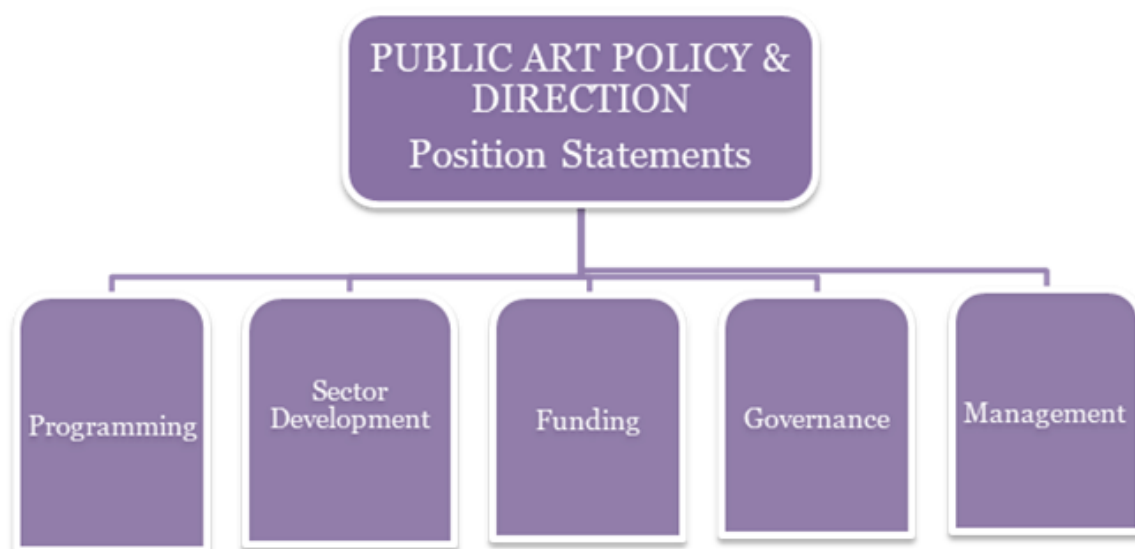
Note the effects of the Public Art Advisory Committee to support the advancement of the Public Art Masterplan and offer Council's gratitude for their active support and involvement.

Establish a panel of up to 12 expert advisors for the purpose of obtaining advice regarding public art project and collection management.

4. Ballarat has a large public art collection, dating back to the late 1800's, of more than 120 permanent pieces spread throughout the city, making it one of the most significant regional collections in Australia. With an estimated value over \$10M, the collection is an important way to represent issues of significance to our community, provide attraction for tourism, and document the changes our city has faced. The Public Art Collection should be viewed as the City of Ballarat's outdoor gallery and treated with the same level of curatorial concern as our leading regional art gallery applies to its own collection.
5. The Arts & Culture unit within the City of Ballarat is responsible for developing and implementing the contemporary Public Art program which was commenced in 2010 with an annual capital works budget and recurrent budget commitment. Key learnings from running this program have informed the proposed Policy (2021), which will also apply the objectives and direction of the Creative City Strategy. The proposed Policy is intended to deliver a more comprehensive approach to managing Ballarat's extensive collection and has incorporated feedback from the community gathered through an extensive consultation program run in 2020.

KEY MATTERS

6. The proposed Public Art Policy (2021) draws on the City of Ballarat's current public art program and practice and delivers a more comprehensive approach to our extensive collection.
7. The proposed Public Art Policy (2021) includes all permanent, temporary, and ephemeral programming and planned over a four-year time frame, stressing the importance of maintaining the integrity of the collection.
8. The proposed Public Art Policy (2021) acts as an overarching direction to supporting procedural documents which will address curation and themes; governance and commissioning; collection management; and financial contributions.



9. The proposed Public Art Policy (2021) has incorporated feedback from the community gathered through an extensive consultation program run in 2020. During this feedback process, there were 36 participants in round table discussions; 10 interviewees; and 34 online survey respondents who participated in the community consultation.

Feedback can be summarised by the following statements:

- a) Highest quality and best practice approaches are endorsed and should be a priority of the program.
 - b) Aboriginal and Torres Strait Islander engagement should be evident in legacy public art commissions.
 - c) Public art should be contemporary, challenging and address complex issues, while highlighting the unique and important heritage of Ballarat.
 - d) The public art program should include permanent commissions and temporary and ephemeral artworks.
10. Key changes to the proposed Public Art Policy (2021) are:
 - a) The Policy and Masterplan have been replaced by a Policy and four operational documents: Curatorial Framework, Collection Management Plan, Governance Framework and Contributions Guidelines. (Section 3.2)

- b) The Policy and associated Governance Guidelines and Contributions Guidelines offer greater guidance to seek external funding and community and business partnerships for public art projects. (Section 3.5)
- c) Governance and oversight by a Public Art Advisory Committee has been replaced by experts joining project management groups, convened in conjunction with permanent public art commissions. (Section 3.6)
- d) Recommendations to Council for permanent public art commissions will be made by Officers and will include evidence gained from experts. Final decisions on permanent art pieces will be retained by Council. (Section 3.6)
- e) Council Officers are provided decision making roles for the public art program and temporary public art commissions. (Section 3.6)
- f) The Policy and associated Collection Management Plan will offer greater guidance to acquisition, deaccession, maintenance, conservation, and documentation of the collection. (Section 3.7)
- g) The new policy offers specific advice for managing artwork by Aboriginal or Torres Strait Islander Artists and gives a definition for 'Indigenous Cultural Intellectual Property' as advised by Arts Law Australia. (Section 3.7)
- h) The new policy gives the definition of a 'permanent public artwork' as a work with a life span greater than 24 months. (Section 4.3)

OFFICER RECOMMENDATION

11. That Council:

11.1 Adopt the Public Art Policy (2021).

ATTACHMENTS

- 1. Governance Review [8.3.1 - 2 pages]
- 2. 140521 Public Art Policy May 2021 FINAL [8.3.2 - 14 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Public Art Policy aligns with:
 - a. City of Ballarat Council Plan 2017-2021
 - b. The Council Plan
 - c. The Creative City Strategy
 - d. Creative City Masterplan
 - e. Prosperity Framework
 - f. *Charter of Human Rights and Responsibilities Act 2006*

COMMUNITY IMPACT

2. Public art at its very heart tells the story of a community. Public art has the potential to shape and provide a narrative for our community's cultural heritage. The City of Ballarat Public Art Collection represents significant storytelling and visual impact within our community public places.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Climate emergency and environmental sustainability implications will be considered as part of the permanent, temporary and ephemeral collections and commissions.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The City of Ballarat Public Art Collection is a driver for tourism and adds interest and vibrancy to the streetscape. Future directions for art and creative practice in our city is closely aligned with creative industries and will be guided by the recently adopted Creative City Strategy and Master Plan.

FINANCIAL IMPLICATIONS

5. The Public Art Policy and Masterplan will be considered in the 4-year budgetary planning.

LEGAL AND RISK CONSIDERATIONS

6. The recommended process and incorporation of an expert panel has been devised to reduce risk in Council's public art commissioning and collection management decisions by contribution of targeted professional advice for each major project.
7. Council's risk management framework will be considered for all of the Public Art program activities.

HUMAN RIGHTS CONSIDERATIONS

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

OFFICIAL

OFFICIAL

COMMUNITY CONSULTATION AND ENGAGEMENT

9. A comprehensive consultation was undertaken in the rework of the Public Art Policy. Works in public space will have ongoing community interaction and engagement opportunities.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

11. There are no conflicts of interest that have arisen in preparation of this report.

OFFICIAL

OFFICIAL



PUBLIC ART POLICY

1.0 Purpose

The City of Ballarat (Council) Public Art Policy aims to deliver dynamic, contemporary public art to our diverse communities in a creative celebration of place, culture, heritage and environment.

The Public Art Policy guides the management of Council's substantial public art collection to ensure its longevity and protect its significance.

The City of Ballarat's Creative City Strategy is the key document that informs the policy. The policy provides a strategic and sustainable framework for Public Art in the Ballarat municipality to meet the following visions of Council's Creative City Strategy:

- Creative participation is vibrant and sustainable;
- Creative talent is attracted and supported; and
- The creative industry and precinct are world class.

2.0 Scope

This Policy applies to all public artworks currently in Council's public art collection and new or proposed public artworks created using Council resources (not including Council Grants). It applies to projects and decision-making processes within Council and forms a part of Council's Creative City Strategy work. Aspects of the policy apply to public artworks created by external parties on Council owned or managed property.

3.0 Policy Statement

3.1. What is Public Art?

Public art includes items created by artists located in a space that has public visibility, use and access. Its meaning is located in place and time. It can act as a significant artistic temporal marker for a community or societal issues. It can connect a community, create a community, and create an identity for a space.

Public art can be permanent, like a sculpture or mural; temporary, like an installation; or ephemeral, like a performance or event-based work.

Public art brings art out of a gallery or performance space and into the public, for our community to access at any time. Public art can promote enquiry, contemplation, wonder, joy and surprise; it can provoke debate and challenge views.

3.2. How is Public Art Managed in Ballarat?

Council provides public art activity and maintains its public art collection by allocation of staff and budget resources each year as determined during the annual budget process. These resources enable Council-led public art commissions and acquisitions, collection management, public art programs and collection maintenance to occur.

OFFICIAL

OFFICIAL



The resources allocated by Council towards public art is managed across the following five areas as detailed in this policy:

Programming	The annual programs and priorities for public art
Sector Development	Developing the public art sector and its audience
Funding	Direction for investment into public art
Governance	Ensuring good governance, transparency and oversight of the Public Art Program and the commissioning of public artworks
Collection Management	Ensuring best practice approaches to management, care, conservation, maintenance and restoration

To support the delivery of this policy, a number of operational documents are maintained which guide the day-to-day delivery of the Public Art Program; these are:

- Public Art Curatorial Framework;
- Public Art Collection Management Plan;
- Public Art Governance Guidelines;
- Public Art Contributions Guide; and
- Risk Management Framework.

The operational documents guide work and project plans, providing guidance and pathways for Council Officers, community members, developers and planners.

3.3. Programming

Council presents an annual program of public art activity in the Ballarat municipality that contributes to establishing, curating and maintaining a world-class public art collection and experience. The program complements heritage, community and social requirements. Council Officers maintain a Public Art Curatorial Framework and a Public Art Collection Management Plan to guide the annual program.

3.3.1 Responsive

Council's Public Art Program focusses on the development of quality public art that is site-specific and innovative in form and content. Curated themes, as well as comprehensively developed public art briefs, guide the commissioning of works in diverse artforms from sculpture to painted works, digital artworks and interactive new media.

3.3.2 Diverse content

Council delivers a variety of opportunities each year that offer diverse benefits, from commissioning permanent pieces, to temporary and ephemeral. Temporal art projects are often ideal for the uptake of emerging artists and experimental outcomes. Permanent commissions for public space or private developments offer great opportunity for presentation of major works and artist skill development, mentoring and teamwork. Council's Public Art Curatorial Framework identifies gaps in Council's public art collection and seeks to balance the collection narratives through new acquisitions.

OFFICIAL

OFFICIAL



3.3.3 Informed

Council will establish and maintain a world-class Public Art Program by engaging with expert and informed voices, both those with local knowledge and those with national and international experience and expertise on the development and implementation of the program. Expert advice and tailored guidance is sought based upon the requirement of specific sites, works and commission concepts.

Commissions for community infrastructure, including public art, offer great opportunity for creative community engagement processes. Opportunities for community members to propose ideas for the Public Art Program will be offered and advertised. Council Officers use this feedback and input provided through other engagement processes undertaken by Council to inform the annual program. Such processes will adhere to the principles in Council's Community Engagement Policy.

3.3.4 Accessible

Council's commission processes and programs are designed to be as accessible as possible. Council's collection of public art must reflect the vibrant diversity of its community.

The input and guidance of Aboriginal and Torres Strait Islander communities are considered an essential component and Aboriginal and Torres Strait Islander artists should be sought for commissioned work to increase the visibility of culture within the Ballarat municipality.

Public art initiatives comply to the principles outlined in Council's Disability and Access Inclusion Plan through advice provided by Council's access and inclusion officers.

3.3.5 Well Sited

The Creative Precinct and Central Business District, as defined in Council's Creative City Masterplan, and Ballarat's suburban edge offer multiple possibilities for public art in a variety of locations. The annual Public Art Program develops public art and commissioning activity that responds to the cultural character of the community, and continually seeks new locations to activate. At all times public art activity will consider the heritage environment that is unique to Ballarat and will not adversely impact heritage values.

3.4. Sector Development

In order to ensure the delivery of world class public art outcomes, Council's Public Art Program includes activity and programs developed to support community understanding of public art, together with opportunities for local participation in the creation of public art including:

3.4.1 Education

Public art education and interpretation enables a broad understanding of the purpose of public art in the community including the presentation of Council's public art collection online. This includes ensuring high quality details are retained on all works, signage and digital documentation.

OFFICIAL

OFFICIAL



3.4.2 Networking

Opportunities for engagement between commissioned artists and the community ensures that public art is relevant and meaningful to the site and audience. By actively encouraging connections, community members become involved in making, designing, creating and delivering artworks people are connected to.

3.4.3 Skill Share

Cultural development, training and mentor programs support local artists to build skills and experience in creating public art. Council will work to provide pathways for our local network of artists to build experience in public space and art activities.

3.4.4 Public Art Opportunities

Opportunities for artists to be engaged in creating public art is advertised and promoted at a local, state, national and/or international level where appropriate. Where possible, open calls will be offered as a preferred means of attracting diverse artists. An advantage score of 10% is added to the value for money procurement scoring process for public art selections as per Council's Procurement policy requirements.

3.5. Funding

Funding for public art should come from diverse avenues. The Public Art Policy examines the different sources of funding and investment which can be channeled into the development of a world-class collection. These channels are:

3.5.1 Council Funding

Council's commitment to public art and its collection is sustained through an annual budget allocation determined during the annual budget process and reviewed every four years in line with the Council Plan. These funds provide for the resourcing of Council-led public art commissions and acquisitions, collection management and Public Art Programs. The annual capital allocation to public art can be expended across financial years; budgeting for works are planned in four-year cycles, correlating to the Council Plan. Funds can be used in a strategic way for priority public art projects and art acquisitions across the Ballarat municipality.

OFFICIAL

OFFICIAL



3.5.2 Diversity of Funding Streams

Additional funding avenues include private investment through partnerships with corporations, philanthropists and community members, as well as state and federal government departments and can be sought with oversight and approval from Council, subject to the approval of a successful business case.

Funding for public art associated with community infrastructure and capital projects should be considered and included at the business case stage for these projects. The scale of investment into public art components is dependent on the context and objectives of the project.

Private contributions can be negotiated by Council Officers, depending on the context and objectives of the project (refer to clause 3.5.4). Council Officers maintain a Public Art Contributions Guide to assist developers and other entities who wish to fund public art in the Ballarat municipality.

3.5.3 Integration

Activating world-class public art means the integration of artists and arts organisations into projects at the planning stages. Council's Public Art Policy promotes the central role of artists and arts organisations in helping shape developments within the municipality.

3.5.4 Contributions

Working closely with developers and investors in the city helps to shape the visual landscape of Ballarat. A proactive leadership approach with developers enables and facilitates meaningful and conceptually appropriate public artworks.

Mechanisms to ensure collaborative resourcing and partnerships, with the intention of encouraging projects that deliver on a design-led approach and the Creative City Strategy objectives, are detailed in the Public Art Contributions Guide.

Funding for public art associated with developments are considered and included at the planning stage and within the business case for these projects. The contribution can be directed towards an identified project within the associated development or allocated to a pool of funds to be accrued for major art works of a significant nature.

OFFICIAL

OFFICIAL



3.6. Governance

3.6.1 Decision Making

The collection of public art across the municipality is diverse, and many different departments share responsibility for oversight, commissioning and management of works. This policy addresses the shared responsibilities of Council Officers, Council and external advisors to ensure consistency and professional standards are applied to projects at different levels.

New commissioned permanent artworks, monuments and memorials	Council has oversight on all permanent public art commissioning. Council Officers establish project management groups (PMGs) to garner expert advice in order for Council to make informed decisions about new permanent public artworks, monuments and memorials.
Temporary, ephemeral public artworks (<24mths)	Council Officers are responsible for programming temporary and/or ephemeral public artworks.
Funding	Council Officers recommend spending of the Annual Public Art Budget Allocations (capital and re-current) to Council's Executive Leadership Team, which is in-turn presented to Council for approval. Council has oversight and approval on any external funding sought for new permanent public artworks, monuments and memorials, subject to approved business cases.
Other programmed works such as sector development and education	Council Officers program.
Collection Management	Council Officers program.

Refer to section 3.8 of this policy for further detail regarding roles and responsibilities.

OFFICIAL

OFFICIAL



3.6.2 Expert Advice

Council Officers maintain a list of expert advisors to consult on public art projects as required. The recruitment of advisors presents Ballarat as open to advice and counsel regarding best practice and helps position the City on the world stage.

The expert advisors are recruited as per Council's Public Art Governance Guidelines and represent the following areas:

- First Nations Advice – minimum two advisors from first nations community backgrounds, if possible one Wadawurrung Traditional Owner Community Advisor;
- Placemaking advice – minimum one advisor with experience in placemaking or public space use design;
- Architecture/landscape advice – minimum two advisors with experience in architectural practice, if possible one with experience in landscape architecture;
- Artistic advice – minimum two advisors with public art making experience;
- Curatorial advice – minimum two advisors with Curating/Public Art Commissioning experience; and
- Conservation/collection management advice – minimum one advisor with experience in arts conservation or collection management practice.

The expert advisors will be invited on a project basis to join project management groups (PMGs) with Officers across Council. Public art initiatives requiring PMGs include the commission of new public artworks, memorial and monuments or those that have a permanent impact on an existing artwork (e.g. major conservation projects).

When recruiting experts, preference is given to those from the Ballarat region, however where specific expertise is required members may be recruited from other areas.

The total expert advisor supplier list includes a minimum of ten members available for recruitment to public art PMGs.

OFFICIAL

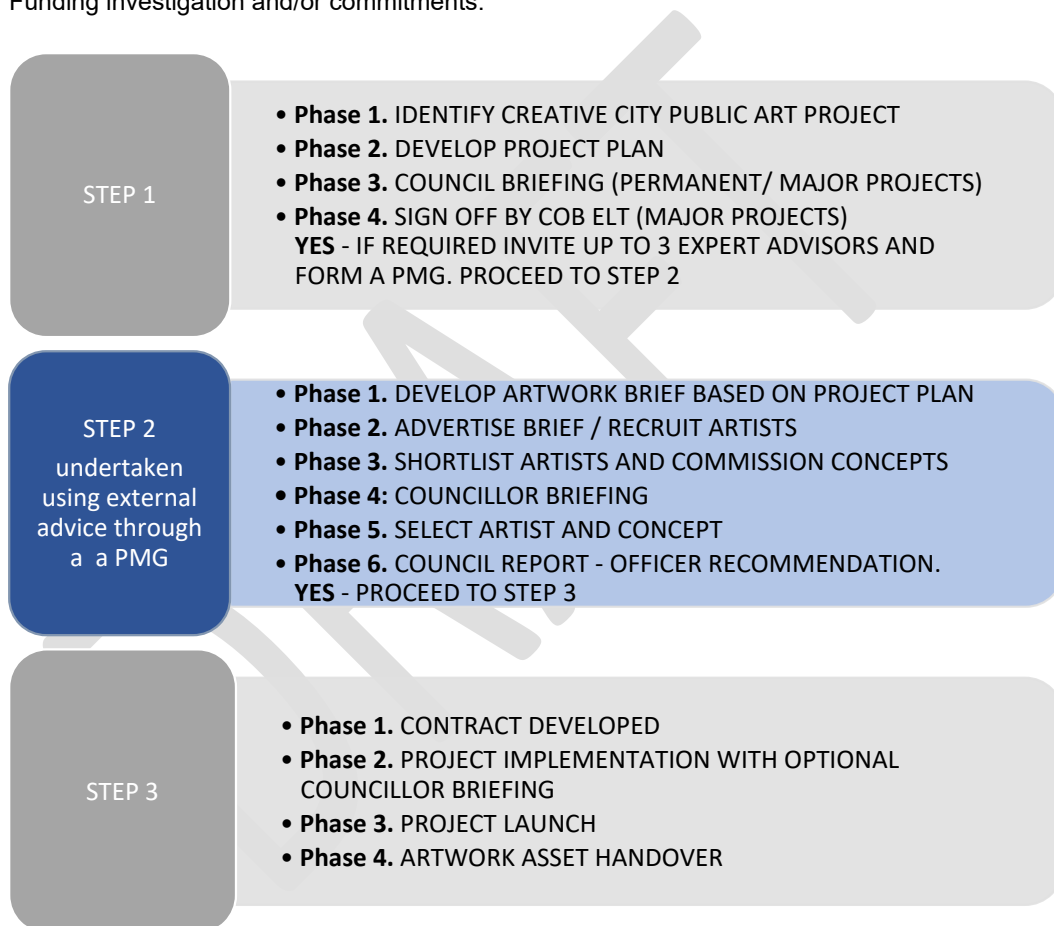
OFFICIAL



3.6.3 Decision Making Phases for Permanent Public Art Projects

Prior to identifying a viable permanent public art commission, the following activities and decisions of Council may be required:

- Councillors are informed of proposed permanent projects through Portfolio Briefings and provided with briefings and decision making points throughout the process;
- Community engagement and/or consultation;
- Establishment of community reference group;
- Site investigation and Council decision to dedicate site; and
- Funding investigation and/or commitments.



OFFICIAL

OFFICIAL



3.6.4 Acquisition and Procurement

The acquisition and procurement of new public artworks in the Ballarat municipality follows the processes outlined in Council's Procurement Policy. This includes processes for avoiding conflict of interest and procurement transparency; quotations and advertisement of opportunities; value for money decision making; local supply; and tender processes.

All public artworks commissioned by Council are supplied through an artist's contract detailing the artwork specifications, the terms of the commission and the lifespan that the Council will commit to display and care for the artwork. Council commits to pay artists for all aspects of work procured for public art commissions including concept development and design.

3.7. Collection Management

3.7.1 Whole of Life

The care of public art is considered across the whole lifespan of an artwork from commissioning to deaccession or decommissioning processes. To foster and support the diverse practice of contemporary public art, it is important to undertake a range of management processes. There is no one size fits all approach. All public artworks commissioned by Council or accessioned into the public art collection are assigned a lifespan to inform future management decision-making.

3.7.2 Valuing and Significance

Council's public art collection is made up of historic and contemporary permanent public artworks located in public spaces and documentation of temporary and ephemeral projects.

There are currently over 120 permanent public artworks valued at over \$10,000,000 in the public art collection. Each artwork has a level of significance to the national, state or local community that should be described and referred to in collection management decision-making.

Maintaining an accurate understanding of the entire collection is essential. All data on all items is kept up to date on relevant platforms and databases. Council ensures best practice in valuation, insurance and documentation and maintains a Public Art Collection Management Plan to ensure management of its collection according to professional industry standards.

3.7.3 Accession and Deaccession

The process for accession and deaccession of public artworks is described in detail in Council's Public Art Governance Guidelines. This document guides projects from inception, commission, engagement of expert advisers and PMGs, and delivery through to maintenance, conservation, restoration and decommission.

Accession can occur through commissioning, donations or bequests to Council. The process by which artworks are bequeathed or donated to Council takes into consideration social importance, artistic merit, location, maintenance and ongoing operational issues. For this threshold to be met the artwork must meet the objectives of this policy, present a strong significance and business case for accession into the collection, and be approved by Council.

OFFICIAL

OFFICIAL



Removal, relocation and deaccessioning processes may be instigated when an artwork is no longer considered appropriate; the use of the site has changed; the artwork has become unsafe to the public; the artwork has deteriorated beyond repair; the artwork has deteriorated so that it no longer represents the artist's intent; and/or the artwork's integrity cannot be maintained for any reason. Deaccessioning includes removal from public space as well as from Council's public art collection catalogue and lists.

Upon initiation of removal, relocation and deaccessioning of artwork, Council will always consult with the artist or artist's estate. If these avenues are not available, Council will seek legal advice before pursuing removal, relocation and deaccessioning.

3.7.4 Managing Artworks by Aboriginal or Torres Strait Islander Artists

If the artwork is by an Aboriginal or Torres Strait Islander artist or the artwork incorporates, is sourced from, or refers to, Indigenous objects, knowledge or works, Indigenous Cultural Intellectual Property (ICIP) is considered by Council.

Permission will be obtained from the Traditional Custodians and/or local Aboriginal or Torres Strait Islanders before commissioning, accessioning, removing, relocation or deaccessioning Indigenous objects, knowledge or artworks.

Traditional Custodians and/or relevant Aboriginal or Torres Strait Islander representative bodies will be consulted as much as possible with regard to how the community should be attributed to, and given the opportunity to approve the way in which any ICIP material is used.

3.7.5 Conservation

All forms of publicly accessible cultural items and artwork require consistent levels of funding to facilitate the maintenance and conservation to preserve and appreciate their value. Council's annual Public Art Program addresses the budgeting and management of best-in-class preventative and responsive conservation programs. Where requirements for conservation exceed the annual budget allocation, projects will be presented to Council as additional items in the annual budget process.

3.7.6 Maintenance and Quality of Display

Council recognises its responsibility to artists and our community to maintain and present artworks at an appropriate standard in accordance with agreed contractual obligations. Council Officers include maintenance activities in the annual program and maintain a Public Art Collection Management Plan to ensure management according to professional industry standards.

OFFICIAL

OFFICIAL



3.8. Roles and Responsibilities

Party/parties	Roles and Responsibilities	When
Council	Champion public art in Ballarat and the principles outlined in this policy. Receive advice to make decisions about permanent public artwork commissioning.	Ongoing
Executive Leadership Team	Champion public art in the Ballarat municipality and provide leadership and decision-making to guide the annual program direction. Monitor the implementation of this policy.	Ongoing
Council Staff	Instigate and manage the annual Public Art Programming in compliance with this policy and in consultation with Council's Executive Leadership Team.	Ongoing
Project Expert Advisory Groups	Provide expert advice to Council Officers on the implementation of public art projects and the commissioning of new public artworks.	Temporary for the duration of a project

4.0 Supporting documents and references

4.1. Legislation

- *Charter of Human Rights and Responsibilities Act 2006*
- *Equal Opportunity Act 2010*
- *Local Government Act 1989*
- *Local Government Act 2020*
- *Planning and Environment Act 1987*
- *Heritage Act 2017*
- *Gender Equality Act 2020*

OFFICIAL

OFFICIAL



4.2. Associated Documents

- City of Ballarat Creative City Strategy
- Ballarat's Historic Urban Landscape (HUL) Strategy
- Governance Rules
- Procurement Policy
- Public Transparency Principles
- Governance Framework
- Community Engagement Framework
- Community Engagement Policy
- Privacy Policy
- Open Data Policy
- Disability Access and Inclusion Plan
- Risk Management Framework
- Integrated Management System

4.3. Definitions

Access to the Arts	Giving the community access to high quality arts experiences. Ensuring no one in the community is excluded from enjoying public art experiences.
Acquisition	A process by which an existing or commissioned artwork is purchased for a collection or donated to a collection.
Collection	A set of artworks, objects or items that have artistic, historical or civic significance. Collections are curated according to a set of defining principles or priorities (a curatorial framework).
Commission	A process in which an artist is hired to create an artwork on a temporary or permanent basis and is paid for this service.
Connection with Community	Creating rich and vibrant public spaces that tell local stories and create civic identity and connection.
Conservation	The preservation of tangible cultural heritage for the future. Preventative conservation measures are those that seek to slow or stop degradation to the fabric of an artwork.
Creativity	Problem solving, design, invention, crafting, making and the connection of the unconnected to create something new.
Creative Sectors	Wide and embracing, and the lines between creative fields are increasingly blurred. The term creative sector describes a wide range of activities. Some of these activities are amongst the oldest in history, and others have only come into existence with the advent of digital technology. Some are established to sell goods and services; others may be designed to create bodies of work. They are usually innovation-led and knowledge intensive.

OFFICIAL

OFFICIAL



Curatorial Framework	A framework that offers ways to stimulate thinking about or to describe the unique characteristics of public art in Ballarat. It defines the purpose for public art projects and their connection to the local context. Council Officers, a Project Manager, or Curator might draw upon the framework in writing project briefs, funding proposals, media and PR materials, interpretive materials and in discourse.
Deaccession	A formal process for the removal of an artwork from a collection through either selling or disposing of it and thereby removing it from the official collection and associated documentation.
Developer	A person or company who builds and sells houses or buildings on land for new purpose.
Ephemeral	Artworks that only last a few hours or days. They are often created in an event setting or designed for short term activation and community participation. They can be works that disappear themselves or are removed after an allocated number of hours/days.
Good Urban Design	Enhancing the design of public spaces and creating a sense of community connectedness and increased levels of use, resulting in greater passive surveillance of spaces and facilities.
Indigenous Cultural Intellectual Property (ICIP)	The term 'ICIP' refers to Indigenous people's interests in their cultural heritage, which includes songs, music, dances, stories, ceremonies, symbols, languages and designs. ICIP is a communal rather than an individual interest. The Indigenous artist who uses ICIP in artwork may have duties and obligations to his or her community or tribal group in respect of that ICIP and the way it is used.
Integrated Public Art	Artworks which are integrated as part of buildings, landscapes and public spaces. It can include seating, paving, lighting, unique furniture, architecture detailing, interpretive signage and playground features.
Permanent	A permanent public art is work designed to last over 24 months and the lifespan of such works can be up to 25 years+. These works identify a location, are often site-specific in their content and have a sense of permanence. Permanent works may include sculptures or an integrated element. Permanent pieces tend to require a higher level of community consultation, collaboration, financial outlay and long-term maintenance.
Public Art Developer Contributions	An approach that requests funds for investment of public art as part of a development in Ballarat as negotiated on a case-by-case basis.
Place-making	A multifaceted approach to activating or regenerating public space to support community wellbeing through building a strong sense of local place and identity public art.

OFFICIAL

OFFICIAL



Program	A series of public art activities encompassing public art experiences, ephemeral public artworks, public art education and public art participation.
Temporary	A temporary public artwork creates a dialogue between people and place. It might be playful, thoughtful, or experimental. It can surprise the public and it can challenge views. These works can offer insight into the way the community identifies with a space, including what is important and what is valuable. A temporary work could be used to support the development of masterplans, public space design, and inform future strategy. Temporary works are less expensive and do not have such intensive maintenance requirements. For the purpose of this policy, 'temporary works' are considered to be anything with a lifespan of up to 24 months.

5.0 Policy owner

Executive Manager Tourism and the Arts

6.0 Authorisation

Adopted by Ballarat City Council on XX

OFFICIAL

8.4. QUARTERLY COUNCIL PLAN

Division: Executive Unit
Director: Evan King
Author/Position: Matthew Swards - Integrated Strategic Planning Manager

PURPOSE

1. To present Council's quarterly performance progress update against the Council Plan 2017-2021.
2. To give Councillors and the community confidence Council is on track to meet its published commitments.
3. Regular reporting to Councillors and the community is a key principle of transparency and good governance.

BACKGROUND

4. In accordance with Section 125 of the *Local Government Act 1989*, Council developed and adopted a four-year Council Plan on 28 June 2017.
5. The plan describes Council's priorities and outcomes for its four-year term and how these will be resourced.
6. The three-month quarterly performance reports, which are published online, offer a progress summary against the four Council Plan goals: Liveability, Prosperity, Sustainability and Accountability.

KEY MATTERS

7. This report provides the third update for the financial year 2020-21 in relation to the actions taken and progress made to achieve the Council Plan's goals and strategic objectives.
8. The progress report highlights include the first regional Seniors' Exercise Equipment park that has been installed at Mt Pleasant Reserve and opened in February 2021. This project was a partnership between the National Ageing Research Institute (NARI), State Trustees Foundation Australia, City of Banyule and City of Ballarat. It provides residents with specifically designed equipment for exercise in a social setting.

OFFICER RECOMMENDATION

9. That Council:

9.1 Note the Council Plan 2017-2021 progress report for the third quarter of the 2020-21 financial year.

ATTACHMENTS

1. Governance Review **[8.4.1 - 1 page]**
2. Council Plan - Report Q 3 2020 21 **[8.4.2 - 13 pages]**

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Aligns with quarterly Council Plan update report.

COMMUNITY IMPACT

2. Increase awareness of Council's activities.
3. Provide a mechanism for transparency.
4. Helps increase community involvement in decision making at Council level.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. Climate emergency and environmental sustainability initiatives are included in the Council Plan.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. Economic sustainability initiatives are included in the Council Plan.

FINANCIAL IMPLICATIONS

7. Funds must be allocated from the 2020-21 budget to implement the Council Plan.

LEGAL AND RISK CONSIDERATIONS

8. This quarterly report meets the requirements of the *Local Government Act 1989* regarding the Council Plan and annual reporting.

HUMAN RIGHTS CONSIDERATIONS

9. Human rights initiatives are included in the Council Plan.

COMMUNITY CONSULTATION AND ENGAGEMENT

10. Community consultation and engagement is undertaken as part of many of these initiatives.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

12. No conflict of interest has arisen in the preparation of this report.

OFFICIAL



CITY OF BALLARAT
COUNCIL PLAN
Progress Report, Quarter 3 2020-21





Ballarat Botanical Gardens

WHAT IS THE COUNCIL PLAN?

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

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

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

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

HOW WE WILL TRACK AND MEASURE OUR PROGRESS

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

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




WHAT WE PLAN TO ACHIEVE

GOAL: LIVEABILITY

Improve our community's quality of life

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







What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Strengthen our city by making Ballarat a people and all age friendly city via improved access, participation inclusion and respect based projects and programs	Improved access, participation, inclusion and respect based projects and programs conducted	In progress 	February's Disability Advisory Committee meeting featured access related discussions on MARS Stadium, MR Power Park play space and outdoor dining. The session also featured a committee discussion about the ideas for Ballarat's future as part of the integrated planning process.
Increase community participation through the implementation of the Social Infrastructure Program including projects at Miners Rest Community and Sports Facility	Miners Rest Community and Sports Facility project complete	In progress 	Planning continues following land acquisition.
Use community partnerships to create healthy and safe community places, and open spaces for passive recreation including a Wendouree Recreation Reserve health and wellbeing precinct	A Wendouree Recreation Reserve project health and wellbeing precinct complete	In progress 	Two Strengthening Wendouree Community Reference Group meetings were facilitated during the quarter. They reviewed reserve progress in terms of project delivery, including new drainage, soccer pitch irrigation, new turf laying, and perimeter fencing. A youth engagement event took place in March to get feedback on proposed youth facilities. Approximately 80 people attended the session.








Outdoor dining, Sturt Street.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our senior residents' social capacity by working with internal and external partners to ensure infrastructure accessibility at all places and spaces	Infrastructure accessibility at all places and spaces	Complete 	The first regional Seniors' Exercise Equipment park has been installed at Mt Pleasant Reserve and launched in February 2021. This is a partnership between the National Ageing Research Institute (NARI), State Trustees Foundation Australia, City of Banyule and City of Ballarat. It provides residents with specifically designed equipment for exercise in a social setting.
Develop a learning city by delivering targeted programs and projects including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	<p>Planning for Young Creatives in Business Program 2021 to be rolled out with monthly workshops both online and in person from April 2021.</p> <p>Youth facilitated workshops including screen printing, origami and Chinese paper cutting in celebration of Harmony Week and Chinese New Year 2021 provided paid opportunities for young creatives to share their skills and passion with community.</p> <p>Recruitment of new/additional youth facilitators for ENGAGE! Youth Facilitator Initiative in 2021.</p>
Create a new Municipal Health and Wellbeing Plan and implement key actions including developing a regional health charter in partnership with other local LGAs	Regional health charter developed	In progress 	Recent successful VicHealth application implementation is supporting continued collaborative work to create and improve healthy environments for young people with a focus on sports clubs.
Create a new Municipal Health and Wellbeing Plan and implement key actions including implement a Council Food Policy	Regional health charter developed	In progress 	Successful VicHealth funding application to focus on inclusion of young people in the upcoming plan. The project's focus will include changes to healthy food environments at sports clubs and facilities.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets such as Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade	Wendouree West Recreation Reserve Master Plan including Forest Rangers Soccer Club soccer pitch and lighting upgrade project complete	In progress 	Soccer pitches have been completed and ongoing planning occurring for the community centre pavilion design. Stakeholder engagement activities have successfully informed several other elements of the project including a BMX element. Further stakeholder engagement will be conducted during the process to finalise building designs.
Plan for future growth including delivering Ballarat West sport and active living outcomes	Delivering a sport and active living plan for Ballarat's growth in the West	In progress 	The numerous Alfredton Recreation Reserve facility upgrade developments continue to progress well. The new electronic scoreboard and the Alfredton Village Green projects are completed. The tender for the new cricket nets has been advertised and the new netball changeroom facility has begun. The PCG has continued to consult with stakeholders to finalise the detailed new pavilion design that will comprise elements including female friendly sports change facilities, social and community spaces and public toilets. It is anticipated the pavilion works contract will be awarded in August 2021.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Plan for sport participation over coming decades by reviewing the following strategies: Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	The criterion project will be included in the new Marty Busch Reserve master plan. This planning work will commence in the first half of 2021.
Provide positive leadership to promote Ballarat as a Child Friendly City with a commitment to seek children's input in the decisions that will impact them as future citizens	Opportunities created for children to participate in decision making	In progress 	Children were invited to participate in the Ballarat: Our Future engagement process and engagement information was disseminated via social media, schools and community groups.
Provide positive leadership to promote Ballarat as a Child Friendly City providing high quality information to assist families to access community services and support	Information provided to assist families to access community services and support	In progress 	Parent Place and the Parent Place Facebook page offer a 'one stop shop' to support families with parenting advice and information including kindergarten, playgroups, lactation consultant services, family law advice, family violence support, parenting education and relevant local services. Council's Children's Services and Supported Playgroup programs have also developed newsletters for participating families.
Follow a primary prevention approach to prevent violence against women and children as outlined in the Communities of Respect and Equality 2016-2020 plan, of which Council is a signatory	Primary prevention approach to prevent violence against women and children followed	Complete 	With the completion of Communities of Respect and Equality (CoRE) 2016-2020 plan, Council will continue to support violence against women and children program campaigns and embed actions in our workplace.
Develop our youth's capacity through a positive youth development model by providing learning and development approaches that are effective in achieving successful outcomes for young people.	Learning and development programs delivered	In progress 	<p>Received 30+ applications for Western Bulldogs Youth Leadership Project. Conducted 20 interviews. Fifteen young people selected.</p> <p>Youth Volunteer Programs including Youth Council and SONIKA are being delivered on a weekly base since February.</p> <p>Girl Space Program has resumed for 2021 with in person program activities including a Box Fit Session as part of This Girl Can Week.</p> <p>Multicultural Open Water Safety Day delivered in partnership with CMY, Surfing Vic and Lifesaving Vic for youth from Ballarat and the Wimmera with 38 participants in Jan 2021.</p> <p>Delivery of Intercultural Youth Gathering during Harmony Week with 300+ attendees in partnership with BADAC with the support of youth volunteers.</p> <p>Youth Council self empowerment and public speaking training.</p> <p>SONIKA annual planning day.</p> <p>Youth facilitated screen printing and origami making workshops as part of Harmony Week Intercultural Celebration with 90+ attendees in partnership with Ballarat Community Health and Ballarat Neighbourhood Centre on 12 March.</p> <p>Youth facilitated workshop as part of February Language Café held online in partnership with Intercultural Services and Ballarat Libraries with focus on Chinese culture, languages and Luna New Year.</p>

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youth's capacity through a positive youth development model by providing an inclusive ethos where leadership and decision making practices engage young people and is valued, respected and used to contribute to building a better Ballarat.	Learning and development programs delivered	In progress 	<p>Introduced new initiative: Community Committee for Young People T.E.A.M. Together Enhancing the Achievements of Many. Fifteen participants.</p> <p>Girl Space participants and Youth Councillors attended first Ballarat Active Women's Leadership Networking Event for 2021 including as panel member on Women in Leadership.</p> <p>Youth Councillors and SONIKA youth volunteer participation in Ballarat Our Future consultations. Involvement of young people in Wendouree West Recreation Reserve community engagement infrastructure project, providing input into BMX track and skateable elements layout and design as part of landscaping.</p> <p>Youth specific consultation in January to inform City of Ballarat's new Public Art Policy.</p> <p>Youth Council presentation to Community Wellbeing Director in February provided opportunity to learn about ways Youth Council can inform and influence decision making by Councillors and City of Ballarat.</p> <p>Two Youth Councillors attended and contributed to Community Safety Committee Planning Workshop in February 2021.</p> <p>SONIKA Committee has participated in training and developed Annual Ballarat Pop Culture Convention Strategic Plan.</p>
Develop the capacity of our youth through a Positive Youth Development model by providing; Volunteering opportunities to engage young people to learn and contribute to our community	Youth volunteering opportunities provided	In progress 	<p>T.E.A.M. members, SONIKA and Youth Council members had an active role in volunteering for Harmony Fest initiative: Intercultural Youth Gathering.</p> <p>2021 Volunteer Induction for new Youth Council and SONIKA Volunteers.</p> <p>Youth Councillors and SONIKA Committee members participate in weekly volunteer meetings.</p> <p>Launch of THE NEW LOCAL project in partnership with Community.</p> <p>Development to engage youth in meaningful, green and socially conscious volunteering opportunities and development of life skills around healthy eating, waste reduction and sustainable living.</p> <p>Delivery of 2 No Waste Cook Club Webinars with Open Table as part of The New Local Project in March has led to youth inquiring about volunteering with Open Table and local initiatives such as Food Is Free.</p>

What we have done

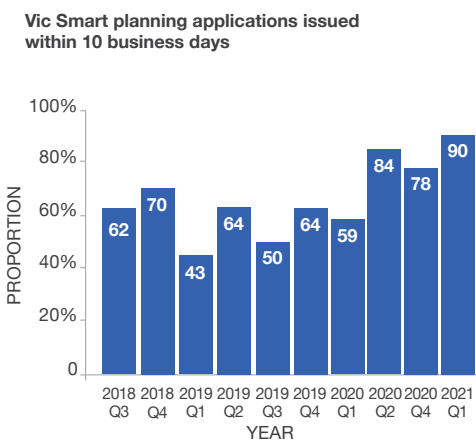
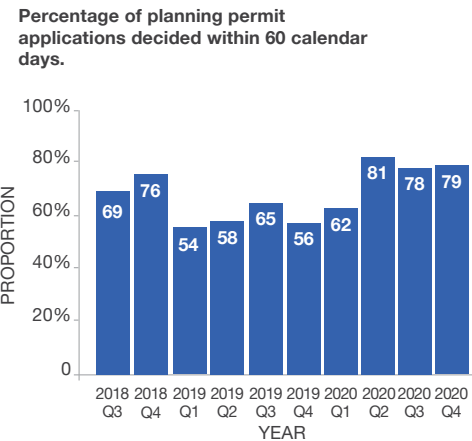
FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youth's capacity through a positive youth development model by providing partnerships and social networks that connect youth to community planning, programs and initiatives.	Youth volunteering opportunities provided	In progress 	<p>Established T.E.A.M. with the brief to deliver on designing, planning and implementing the 2021 Youth Awards.</p> <p>Delivery of Intercultural Youth Gathering during Harmony Week with 300+ attendees in partnership with BADAC with the support of youth volunteers.</p> <p>Girl Space Program in partnership with CMY and supported by community partners, local businesses launched again for 2021 with monthly workshops in person to build social connections and increase health and wellbeing outcomes for girls and young women.</p> <p>Launch of new local project in partnership with Community Development, community groups, not for profits and local businesses to engage youth in meaningful, green and socially conscious volunteering opportunities and development of life skills around healthy eating, waste reduction and sustainable living.</p> <p>Skate clinic and community consultations at Wendouree West Recreation Reserve in partnership with other Council departments, The Y, Forest Rangers Soccer Club, Wendouree Neighbourhood Centre and Victorian Skateboard Association provided meaningful recreational engagement opportunity to 80 local youth – need has been identified to establish regular youth development activities with/ led by local community partners in Wendouree West for local youth.</p> <p>Harmony Week celebrations with Youth Council promoted social cohesion and intercultural exchange and learning. Seven out of 16 Youth Council volunteers in 2021 are from a CALD background.</p>
Develop our youths' capacity through a positive youth development model by providing ethical youth promotion through positive images, role models and stories about young people to the community	Promotional youth activities conducted	In progress 	<p>Youth Councillor Gabriel Gervasoni has been awarded Young Citizen of the Year for his advocacy and volunteer work around inclusion and accessibility for young people with disabilities.</p> <p>Promotion of positive youth advocacy outcomes in Ballarat with feature article on YACVIC blog including interview with Youth Councillor and SONIKA member Brodie Kamp.</p> <p>Media coverage in the lead up of SONIKA Records Vol 2 album launch, especially through radio – promoting emerging local artists and volunteers.</p> <p>Regular media coverage in Ballarat Times of youth initiatives, engagement opportunities including T.E.A.M. recruitment, the new local project school holiday activities, skate clinic and consultations at Wendouree West Recreation Reserve.</p> <p>Ballarat Youth Services Instagram Account has exceeded 1000 followers and has strong engagement from (youth) community.</p>

WHAT WE PLAN TO ACHIEVE

GOAL: PROSPERITY









Advance our economic position as the capital of Western Victoria

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



Disc golf photo credit: Carol Heath

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects including Ballarat Freight Hub	Ballarat Freight Hub advanced	In planning 	Funding confirmed. Request for proposal currently out to market.
Advance major projects including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	Operating models and funding avenues continue to be explored.
Advance major projects including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	Council has delayed progressing a market based EOI process for an energy recovery waste management solution until after the State Government has developed and released its waste to energy framework.
Advance major projects including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	Future Directions Report completed. Legal advice in respect to the processes for facilitating alternative land uses and Council's responsibility for the land particularly as it relates to any contamination and remediation and the remaining heritage assets currently being sought. Technical tender scope document underway for removal of reinforced concrete, asphalt, bluestone pitches and infrastructure including ramps, pits, truck washes and tanks.
Advance major projects including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Construction is expected to be completed in the coming weeks.
Advance delivery of major projects including Victoria Park Masterplan	Victoria Park Masterplan initiatives progressively implemented	In progress 	Recreation Services has implemented a number of initiatives supporting the increased activation of the Victoria Park precinct including; <ul style="list-style-type: none"> • Pump track installation • Disc Golf course installation • Construction of two new soccer pitches and associated sports lighting. • Further, a planning permit application has been lodged to construct a new community and sports pavilion.
Develop Ballarat as a digital transformation and ICT leader	Digital Strategy progress	In progress 	Digital Strategy continues to progress. Developed recently included complaint and compliment forms on the forms.ballarat.vic.gov.au platform.
Meeting timelines, budget and quality measures	Satisfy Local Government Act requirements in regards to budget adoption, council plan, annual statement	In progress 	As per the Local Government Act 1989 and Local Government Act 2020, City of Ballarat is on track to meet all timelines with regard to budget adoption, council plan, and annual statement.







WHAT WE PLAN TO ACHIEVE

GOAL: SUSTAINABILITY





Protect, maintain and enhance our built and natural assets

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

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	Not started 	No change since last report. Staging of the Link Road has been set with Stage 2 the next priority. This stage is between Remembrance Drive and Ballarat Carngham Road. Advocacy will continue with the State and Federal governments in a bid to secure funding.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	<p>The flood mapping for Ballarat's 11 waterways has been completed and is currently being uploaded into maps. Planning Scheme amendment to follow. Progress has been made in the Miners Rest Flood Mitigation Plan with new modelling proving the success of using the Burrumbeet Creek as the primary flood protection source.</p> <p>Deepening and widening the creek will flood protect the town. Scoping work will now proceed. Other projects progressing include the Mair Street super pipe, Charlesworth Street dam wall construction and the Gong dam wall upgrade project in Buninyong.</p> <p>In 2021/22, Council will embark on an asset data capture project to identify and assess the quality of the inner city drainage network. This will better define the drainage problem areas and priority of work.</p>
Deliver headline actions from the Ballarat Strategy including Waste to energy project	Waste to energy project delivered	In progress 	Waste to Energy is part of a broader waste focus given the recycling crisis and a refocus on circular economy outcomes.
Deliver headline actions from the Ballarat Strategy including beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	<p>Programs continued to upgrade and install new and improved irrigation systems through the city entrances and boulevards.</p> <p>A focus on increasing the tree canopy through further plantings, whilst regenerating existing garden beds and creating new gardens for floral displays.</p>
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders including the Central Victorian Greenhouse Alliance Action Group	Central Victorian Greenhouse Alliance Action Group partnership established	In progress 	Continuing work with the Central Victorian Greenhouse Alliance Action Group has included the investigation of power purchase agreements.
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders including the Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	Council's Sustainability Officer – Carbon Neutrality and Council's Waste Water and Energy officer are attending the RSAB meetings, including flagging future discussions around community sustainability initiatives and carbon neutrality progress.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop and implement climate change adaptation initiatives with emissions reduction targets	Climate change adaptation initiatives implemented	In progress 	Actions under the Carbon Neutrality and 100% Renewables Action Plan are working towards reducing emissions. A council wide climate change adaptation strategy has not been developed.
Develop a state-of-the-art animal pound for Ballarat and the region	State-of-the-art animal pound developed	In progress 	Council is progressing plans for an updated feasibility and business plan to be developed in support of a new animal shelter. State MP Andy Meddick recently visited the existing facility and expressed his support for a new facility and advised he has placed a request for state funding in support of a new shelter.
Increase government funding levels for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Capital works program has been increased by 46 per cent this current financial year due to government grant funding including Local Road and Community Infrastructure Funding (LRCI) and larger allocation of Federal Black Spot Funding. LRCI increased again to \$3.9 million for 2021/22 financial year. Additional fund for Ballarat Connections projects includes \$1.1 million for Learmonth Street share cycle path to Miners Rest.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Discussions with Central Highlands Water continue in relation to Ballarat's sewer upgrade and opportunities for revegetation works along the Yarowee with Friends groups. Discussions continue with Friends of Yarowee to identify opportunities to enhance catchment surrounds. Council continues to support groups by providing trees and mulch for working bees.



Ballarat Animal Shelter








WHAT WE PLAN TO ACHIEVE

GOAL: ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance

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

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria	Advocacy for Ballarat's priorities undertaken	In progress 	Regular discussions with State and Federal Members of Parliament to ensure they understand City of Ballarat priorities and to determine how best to leverage alignment of priorities with funding opportunities
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	1967 community responses were received as part of the Ballarat: Our Future community engagement process. The process featured multiple tools of engagement, encouraging a broad range of community input. The findings will assist Council in the development of the new Council Plan, Community Vision, Annual Budget, 10 year Financial Plan, Municipal Public Health and Wellbeing Plan, and the Asset Plan.
Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government	Advocacy for the removal of regulatory burdens from other tiers of government undertaken	In progress 	Issues such as cost shifting and its impacts on CoB's ability to deliver services are regularly raised at meetings with elected representatives at state and federal level
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	Data and associated dashboards continue to be published on Council's data exchange data. ballarat.vic.gov.au
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	City of Ballarat and Pyrenees Shire continues with the implementation of shared resource for ICT Project Management.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Continuous improvement initiatives continue to be delivered, including business operation process improvement, and enhanced integration between the City of Ballarat website and backend systems.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Full review of the advocacy and lobbying strategy commenced to coincide with the new term of Council and to reflect the potential for a changed approach; including a review of project priorities



8.5. QUARTERLY FINANCIAL REPORT - PERIOD ENDING 31 MARCH 2021

Division: Corporate Services
Director: Stephen Bigarelli
Author/Position: Stephen Bigarelli – Acting Director Corporate Services

PURPOSE

1. This report sets out the 3rd Quarter financial results for the 2020/2021 financial year for the City of Ballarat for the period ending 31 March 2021. The report highlights financial matters for the quarter.

BACKGROUND

2. Pursuant to Section 97 of the *Local Government Act 2020* (the Act), at least every three months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.
3. In accordance with section 97(3) of the Act, the Chief Executive Officer affirms that a revised budget for FY 2020/21 is not required.

KEY MATTERS

4. The quarterly financial reports are now in a new format that better reflects Council's performance. Detailed notes on material variations are included in the financial statements.

Income Statement

5. The Income Statement provides a summary of the total income and expenditure relating to Council's operations. Capital income is included in the calculation of Council's surplus/(deficit) but is excluded when reporting on Council's operating surplus/(deficit). Capital grant income is specifically used to fund expenditure on Council assets.
6. The surplus as at 31 March 2021 is \$71.5million. Excluding Capital income and non-monetary contributions the surplus is \$37.8million. It is important to note that rate revenue of \$126.7million is recognised on an accrual basis and not when received which accounts for this large surplus. Comparing the operating surplus actual to the operating surplus budget of \$23.4million, a favorable variance of \$14.5m is disclosed. Income is currently ahead of budget by \$4.8m mainly due to an increase in operating grants and the raising of supplementary rates, noting that user fees are under budget. Expenditure is under budget by \$9.5million, mainly due to an under spend on Materials and Services and Employee Costs.

Balance Sheet

7. The Balance Sheet summarises the value of Assets (what Council owns), Liabilities (what Council owes) and the difference between the two (Net Assets or Equity), which

reflects Council's net worth. Council's net worth at the end of March 2021 is \$2.045million, an increase of \$188.8million for the same period last year.

8. Looking at Council's current assets of \$172.6million and its current liabilities \$31.5million, Council has the working capital to pay its debts as and when they fall due almost six times over (working capital ratio 5:5).
9. At the end of March 2021, Council has cash and cash equivalents (including term deposits) of \$138.9million. Outstanding rates (Rates Receivable) of \$25.4million have increased by \$1.5million compared to last year. This is well below the budgeted rates outstanding of \$36.8million.

Cashflow Statement

10. The Cashflow Statement reflects movements in cash inflows and cash (outflows) categorised by operating, investing (mostly capital works) and financing activities.
11. As at 31 March Council's Cash and Cash Equivalents were \$138.8 million. Considering Reserves (commitments by Council for future use) and Trusts and Deposits, \$18.9million are tied funds. Unrestricted cash for the period is therefore \$119.9million. Restricted cash by end of year is forecast to be \$30.1million. It is important to note that Unrestricted Cash for the end of the financial year is budgeted at \$8million and forecasted to be \$70.1million.
12. Comparing the cash Budget to the cash Actual, the large favourable variance of \$109.5million is due to a larger than expected opening cash balance of \$121.8million compared to budgeted \$37million.

Statement of Capital Works

13. The Statement of Capital Works is Council's approved capital works program by the required Asset Categories. It includes works per the 2020-21 Budget (\$49.811m) and Capital Carry Over Projects approved by resolution of Council on 2 September 2020 (\$43.564m). In addition to these council works of \$93.025m, developers are required to undertake capital works and contribute same to council (\$31.396m). The Total Budget of the Statement of Capital Works is \$124.801m.

Capital Project Report

14. The Capital Project Report lists the approved capital projects for the 2020-21 year as at 31 of March 2021. The report also includes Capital Income by type and nets off the capital projects.
15. At the end of March, Council had spent \$45.7million against a budget of \$73.2million. Variance commentary on individual projects is per the report.
16. Refer also to the Capital Expenditure Graph (please note commitments are shown which are orders raised for work not yet paid and some of this would fall into future accounting periods).

Capital Income Report

17. This Report is a detailed listing of Capital Income for the period 31 March 2021 and discloses government and other grants and contributions to be used to fund the capital works programme. The amount of income is well in excess of budget, due to the

implications of the new accounting standard on the recognition of income. This was not considered when setting the budget for 2020-2021. The new accounting standard moved the recognition of unexpended grant income into the 2020-2021 FY even though it was received in the 2019-2020FY.

OFFICER RECOMMENDATION

18. That Council:

18.1.Receive the 3rd Quarter Financial Report for the 2020/21 financial year and note the financial matters contained within the report.

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]
2. COB Quarterly Reporting Master Mar 2021 [8.5.2 - 12 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Quarterly Finance Report is a Statutory report as per section 97 of the *Local Government Act 2020*

COMMUNITY IMPACT

2. The inclusion of the Quarterly Finance Report in the Council agenda and the availability to the community, increases awareness of the Councils financial position and provides transparencies in its financial operations.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate emergency and environmental sustainability implications identified for the subject of this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

5. The Quarterly Finance Report reports on the Council's ongoing financial viability as at the date of the report 31 March 2021, and its performance against the Council budget for 2020-2021

LEGAL AND RISK CONSIDERATIONS

6. There are no legal and risk implications identified for the subject 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. There is no requirement for community consultation or engagement with this report.

GENDER EQUALITY ACT 2020

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

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

10. No Council Officers who have prepared this report have a conflict of interest regarding the matter.



Quarterly Financial Management Report

Period Ending 31st March 2021

Table of Contents

Notes to Financial Statements

Income Statement	3
Balance Sheet	4
Cash Flow Statement	6
Statement of Capital Works	7
Capital Expenditure Graph	8
Capital Project Report	9
Capital Income Report	11
KPI	12

Income Statement - City of Ballarat

Period Ending 31st March 2021

	Year to Date			Annual		Note
	Budget (\$'000's)	Actual (\$'000's)	Variance (\$'000's)	Budget (\$'000's)	Forecast (\$'000's)	
Income						
Rates and charges	124,284	126,709	2,425	124,865	126,665	
Statutory fees and fines	2,833	3,671	838	4,058	4,441	1
User Fees	13,617	11,142	(2,475)	18,255	16,901	2
Grants Operating	9,549	16,558	7,009	15,160	25,115	3
Contributions Monetary - Recurrent	10,082	7,452	(2,630)	13,435	9,748	4
Contributions Non Monetary - Recurrent	0	0	0	0	0	
Other Income	2,308	1,973	(335)	3,078	2,752	
Total income excluding Capital Grants & Contributions	162,673	167,505	4,832	178,851	185,622	
Expenses						
Employee Costs	51,978	48,742	3,236	70,871	70,449	
Materials and services	50,129	47,528	2,601	64,938	68,629	
Depreciation and amortisation	29,900	30,684	(784)	39,867	39,867	
Amortisation - Intangible Assets	0	0	0	0	0	
Amortisation - Right of Use	0	0	0	0	0	
Bad and doubtful debts	688	366	322	918	529	5
Borrowing Costs	2,338	1,346	992	3,117	1,900	6
Finance Costs	0	0	0	0	0	
Other expenses	4,199	1,048	3,151	5,532	2,552	7
Total expenses	139,232	129,714	9,518	185,243	183,926	
Operating Surplus/(Deficit)	23,441	37,791	14,350	(6,392)	1,696	
Add back Capital Grants Income & Contributions						
Grants Capital	2,200	20,359	18,159	2,200	27,760	8
Contributions Monetary - Capital	0	179	179	0	188	
Contributions Non Monetary - Capital	8,415	12,365	3,950	31,396	33,332	9
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	0	813	813	0	0	
User Fees - Capital	59	20	(39)	78	47	
Total Capital Income	10,674	33,736	23,062	33,674	61,327	
Surplus/(Deficit)	34,115	71,527	37,412	27,282	63,023	

Notes:

- 1: Subdivision fees and asset protection fees well ahead of budget
- 2: Closure of City facilities due to COVID is causing an under budget in user fees.
- 3: Unbudgeted grants are a result of unearned grant income in 2019-2020 being brought to account as per the new accounting standard.
- 4: Developers Contributions income is below budget as at end of March
- 5: Budget Bad Debts due to COVID has not occurred and is now under budget.
- 6: Borrowing costs below budget due to budgeted \$17million loan not be taken out.
- 7: Budgeted election expenses not paid till April, leasing costs down due to not leasing new equipment
- 8: Capital grants brought forward as unearned income from 2019-2020
- 9: Donated assets via Developer contributions below budgeted levels.

Balance Sheet - City of Ballarat

As at 31st March 2021

	Annual		12 Month Movement			
	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	(\$'000's)	
	Budget	Forecast	Actual LY	Actual TY	Movement	Notes
Assets						
Current Assets						
Cash and cash equivalents	33,310	100,247	120,986	138,864	17,878	1
Trade and other receivables	42,216	12,673	5,427	5,609	182	
Rates Receivables	0	0	23,877	25,397	1,520	
Fire Services Levy	0	0	2,136	2,221	85	
Inventories	0	400	382	415	33	
Other assets	1,655	1,187	199	69	(130)	2
Total Current Assets	77,181	114,507	153,007	172,575	19,568	
Non-Current Assets						
Trade and other receivables	4	0	1	0	(1)	
Property, infrastructure, plant and equipment	1,820,084	1,814,638	1,666,082	1,823,959	157,877	
Right of Use Asset	0	2,834	0	2,834	2,834	3
Other Non-Current Assets	0	746	899	306	(593)	4
Works in Progress Expense - Current Year	124,801	109,720	36,611	45,725	9,114	
Total Non-Current Assets	1,944,889	1,927,938	1,703,593	1,872,824	169,231	
Total Assets	2,022,070	2,042,445	1,856,600	2,045,399	188,799	
Liabilities						
Current Liabilities						
Trade and other payables	10,942	9,089	3,409	1,099	2,310	
Fire Services Levy	0	0	4,195	4,306	(111)	
Trust funds and deposits	5,178	11,288	5,939	8,308	(2,369)	5
Provisions	15,499	15,560	15,737	15,277	460	
Interest-bearing loans and borrowings	15,209	4,481	1,289	1,259	30	6
Lease Liabilities	0	1,302	0	1,302	(1,302)	
Other Current Liabilities	0	0	0	0	0	
Total Current Liabilities	46,828	41,720	30,569	31,551	(982)	
Non-Current Liabilities						
Trust Funds and Deposits	0	0	0	0	0	
Provisions	10,291	11,729	10,291	11,866	(1,575)	7
Interest-bearing loans and borrowings	47,217	35,739	45,539	40,220	5,319	8
Lease Liabilities	0	1,591	0	1,591	(1,591)	
Other Non-Current Liabilities	0	0	0	0	0	
Total Non-Current Liabilities	57,508	49,059	55,830	53,677	2,153	
Total Liabilities	104,336	90,779	86,399	85,228	1,171	
Net Assets	1,917,734	1,951,666	1,770,201	1,960,171	189,970	

Balance Sheet - City of Ballarat

As at 31st March 2021

Equity

Accumulated surplus	1,305,646	1,195,304	1,140,620	1,203,539	62,919
Reserves	584,806	693,339	577,520	685,104	107,584
YTD Surplus/(Deficit)	27,282	63,023	52,061	71,528	19,467

Total Equity

1,917,734	1,951,666	1,770,201	1,960,171	189,970
-----------	-----------	-----------	-----------	---------

Notes:

1:Cash levels are staying high due to higher than budgeted for cash at the start for the year, and lower than budget capital spend.

2:Accured interest income down due lower interest rates this year

3:New requirement under accounting standards not budgeted for.

4:Reduction in Landfill Airspace Provision after year end calculations

5:Increase in holding fees for trees and subdivisions

6:Budgeted borrowings of \$17million did not occur

7:Increase in landfill rehabilitation provision.

8:Budgeted borrowings of \$17million did not occur

Cash Flow Statement - City Of Ballarat

Period Ending 31st March 2021

	Year to Date			Full Year		Note
	Inflows/(Outflows) (\$'000's) Budget	Inflows/(Outflows) (\$'000's) Actual	(\$'000's) Var	Inflows/(Outflows) (\$'000's) Budget	(\$'000's) Forecast	
Cash flows from operating activities						
Rates and charges	80,101	108,928	28,827	106,801	126,365	1
Statutory fees and fines	3,044	3,640	596	4,059	4,441	
User Fees	13,750	11,282	(2,468)	18,333	16,648	2
Grants Operating	16,870	14,634	(2,236)	22,493	25,115	
Grants Capital	0	10,812	10,812	2,200	27,760	3
Contributions Monetary	10,076	7,558	(2,518)	13,435	9,936	
Interest received	1,350	793	(557)	1,800	750	4
Other receipts	959	7,070	6,111	1,278	2,002	
Trust funds	0	(430)	(430)	0	600	
Fire Services Levy	0	135	135	0		
Employee Costs	(52,959)	(48,733)	4,226	(70,612)	(70,449)	
Materials and Services	(48,305)	(60,167)	(11,862)	(64,407)	(78,804)	
Short-term, low value and variable lease payments	0	0	0	0	0	
Other payments	(2,633)	(1,048)	1,585	(3,510)	(2,552)	
Net cash provided by (used in) operating activities	22,253	54,474	32,221	31,870	61,812	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(39,000)	(33,223)	5,777	(49,811)	(76,387)	5
Proceeds from sale of property, infrastructure, plant and equipment	300	1,117	817	350	0	
Net cash provided by (used in) investing activities	(38,700)	(32,106)	6,594	(49,461)	(76,387)	
Cash flows from financing activities						
Finance costs	(2,338)	(1,362)	976	(3,117)	(1,776)	6
Proceeds from interest bearing loans and borrowings	15,000	0	(15,000)	22,206	0	7
Repayment of interest bearing loans and borrowings	(3,905)	(3,947)	(42)	(5,206)	(5,206)	
Net cash provided by (used in) financing activities	8,757	(5,309)	(14,066)	13,883	(6,982)	
Net increase/(decrease) in cash and cash equivalents	(7,690)	17,059	24,749	(3,708)	(21,557)	
Cash and cash equivalents at the beginning of the period	37,018	121,805	84,787	37,018	121,804	
Cash and cash equivalents at the end of the period	29,328	138,864	109,536	33,310	100,247	
Less Restricted Cash						
Sub Dividers Reserve	(5,275)	(5,275)	0	(5,500)	(2,960)	
Developer Contributions Reserve	(1,960)	(1,960)	0	(3,102)	(12,710)	
Asset Realisation Reserve (Sale of Land)	(3,381)	(3,381)	0	(4,000)	(3,181)	
Plant & Equipment Reserve	0	0	0	(7,500)	0	
Trust Funds and Deposits	(5,178)	(8,308)	(3,130)	(5,178)	(11,288)	
Total Restricted Cash	(15,794)	(18,924)	(3,130)	(25,280)	(30,139)	
Unrestricted Cash	13,534	119,940	106,406	8,030	70,108	

Notes:

- 1:Collection of rates well ahead of budget
- 2:Closure of City facilities due to COVID is causing an under budget in user fees.
- 3:Capital grants for Mars Stadium, Recreation and Roads, not included in the budget
- 4:Interest income below budget due to low interest rates.
- 5:Payments for capital projects still behind budget.
- 6:Interest below budget due to not drawing down on \$17million loan
- 7:Budgeted \$17million loan not draw down

Statement of Capital Works - City of Ballarat

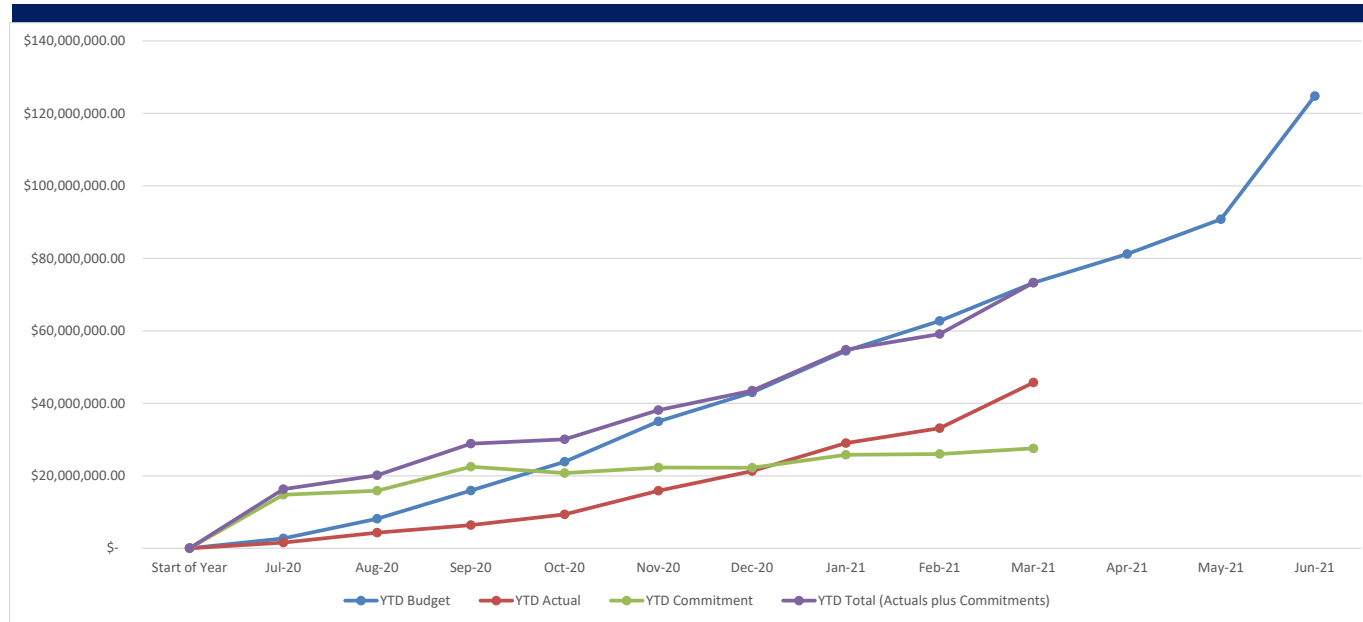
Period Ending 31st March 2021

	Year to Date			Annual		Notes
	(\$'000's) Budget	(\$'000's) Actual	(\$'000's) Variance	(\$'000's) Budget	(\$'000's) Forecast	
Property						
Land	10,478	1,394	9,084	17,830	3,621	1
Total land	10,478	1,394	9,084	17,830	3,621	
Buildings						
Buildings	1,750	639	1,111	5,024	2,064	
Heritage buildings	1,642	357	1,285	2,796	2,250	
Building improvements	5,419	2,194	3,225	8,295	5,840	2
Total buildings	8,811	3,190	5,621	16,115	10,154	
Total property	19,289	4,584	14,705	33,945	13,775	
Plant and equipment						
Plant, machinery and equipment	3,163	2,887	276	4,189	4,059	
Fixtures, fittings and furniture	0	14	(14)	0	20	
Computers and telecommunications	6,193	572	5,621	8,252	2,104	3
Library books	344	246	98	449	449	
Total plant and equipment	9,700	3,719	5,981	12,890	6,632	
Infrastructure						
Roads	19,030	24,138	(5,108)	36,344	53,923	4
Bridges	382	95	287	382	173	
Footpaths and cycleways	400	595	(195)	796	778	
Drainage	870	735	135	2,361	976	
Recreational, leisure and community facilities	15,703	10,029	5,674	20,688	21,627	5
Waste management	3,308	507	2,801	9,217	4,227	6
Parks, open space and streetscapes	1,024	464	560	1,077	1,621	
Aerodromes	0	50	(50)	0	80	
Off street car parks	190	6	184	254	600	
Other infrastructure	3,330	803	2,527	6,847	5,308	7
Total infrastructure	44,237	37,422	6,815	77,966	89,313	
Total capital works expenditure	73,226	45,725	27,501	124,801	109,720	
Represented by:						
New asset expenditure	30,052	20,412	9,640	66,894	58,716	
Asset renewal expenditure	41,209	24,722	16,487	52,192	46,724	
Asset expansion expenditure	0	0	0	0	0	
Asset upgrade expenditure	1,965	591	1,374	5,715	4,280	
Total capital works expenditure	73,226	45,725	27,501	124,801	109,720	

Notes:

- 1: Works in kind land not yet accounted for, Miners Rest land purchase not yet purchased
- 2:Planned Library works delayed
- 3:ICT projects have not proceeded as per budget.
- 4:Roads budget did not include increase in government funded programs
- 5:Recreation projects started latter than planned and no behind budget
- 6:Landfill works have commenced, payments did not occur until after March
- 7:Bakery Hill project still in planning phase

Capital Expenditure Graph - City of Ballarat
Period Ending 31st March 2021



Capital Project Report - City of Ballarat

Period Ending 31st March 2021

Project	Project Description	Asset Class	Year To Date			Annual		Notes
			Budgets (\$000's)	Actuals (\$000's)	Variance (\$000's)	Budget (\$000's)	Forecast (\$000's)	
801520	Equipment	Plant, machinery and equipment	0	4	(4)	0	2	
801540	Library Books	Library books	344	246	98	449	449	
802940	Furniture	Fixtures, fittings and furniture	0	2	(2)	0	0	
803770	Subdividers Contribution	Roads	0	0	0	14,566	14,566	Donated Assets taken up in June
820040	Parking Meter Replacement Program	Plant, machinery and equipment	209	55	154	250	51	
820700	Plant Replacement Program	Plant, machinery and equipment	2,659	2,824	(165)	3,545	4,000	Delays in obtaining fleet equipment i.e. utes and trucks
820750	BALC Assets & Equipment	Recreational, leisure and community facilities	361	291	70	500	300	
820760	Outdoor Swimming Pool Upgrade	Parks, open space and streetscapes	152	74	78	205	105	
821970	Parks Development Program	Parks, open space and streetscapes	304	89	215	304	294	
822010	Land Development Council Contribut.	Other infrastructure	108	96	12	108	130	
822430	IT Infrastructure Strategy	Computers and telecommunications	1,861	3	1,858	2,481	200	ICT projects have started later than planned
822460	Desktop Replacement Program	Computers and telecommunications	496	516	(20)	662	1,000	Extra equipment required due to COVID
823120	Landfill Upgrade	Waste Management	2,999	346	2,653	3,989	3,864	Project payments have commenced in June
823330	City Entrances	Parks, open space and streetscapes	250	140	110	250	250	
831700	Playground Improvement Program	Recreational, leisure and community facilities	50	42	8	64	64	
833550	Street and Park Furniture Renewal	Recreational, leisure and community facilities	162	27	135	190	190	
833570	Ballarat Botanical Gardens - Asset	Parks, open space and streetscapes	100	67	33	100	115	
833650	Street Irrigation	Parks, open space and streetscapes	108	54	54	108	108	
833660	Public Place Recycling	Waste Management	12	0	12	12	12	
833670	Civic Hall Redevelopment Project	Heritage buildings	942	173	769	1,632	1,400	Project should be completed by June 30
833760	School Crossing Supervisor Shelters	Other infrastructure	29	11	18	35	35	
833820	Playspace Upgrades	Recreational, leisure and community facilities	293	9	284	293	293	
834040	Facilities Upgrade	Building Improvements	3,383	1,180	2,203	4,229	4,400	
834520	Bicycle Strategy Projects	Roads	271	84	187	276	159	
834530	Federal Blackspot Funding	Roads	1,000	1,788	(788)	1,000	3,786	Increased funding not reflected in budget
834540	Major New Capital Road Projects	Roads	531	5	526	531	285	
834550	Major Infrastructure Renewal Project	Roads	8,858	7,936	922	9,572	10,666	
834551	LRCI Funded Program	Roads	0	715	(715)	0	1,546	Program not in budget, funded announced during the year
834570	Federal Roads to Recovery Funding	Roads	1,000	920	80	1,000	2,073	Increased funding not reflected in budget
834610	Public Art Program	Recreational, leisure and community facilities	111	119	(8)	274	274	
835810	Monument Renewal Program	Other infrastructure	111	0	111	117	117	
835990	Recreation Capital Improvement	Recreational, leisure and community facilities	5,898	3,158	2,740	5,933	4,548	
836000	Replacement Bin Program	Waste Management	297	160	137	351	351	
836030	IT System Development	Computers and telecommunications	3,817	0	3,817	5,090	860	Expenditure will be carried into 2021-2022
836040	Median Strip Landscaping	Parks, open space and streetscapes	110	11	99	110	94	
836050	Major Rural Roads Infrastructure Wo	Roads	1,373	433	940	1,373	1,512	
836080	ICT Mobility	Computers and telecommunications	0	8	(8)	0	0	
836320	DCP Construction WIK	Roads	0	10,971	(10,971)	0	16,145	Budget incorrectly allocated to DCP Land WIK
836330	DCP Land WIK	Land	9,478	1,394	8,084	16,830	2,621	Budget includes DCP Construction WIK
836730	Fernery	Building Improvements	741	923	(182)	741	1,200	
836980	Bicycle Paths	Footpaths and cycleways	0	74	(74)	223	192	
836990	Bridge Rehabilitation	Bridges	382	95	287	382	173	
837000	Bus Shelter repair and replacement	Other infrastructure	170	73	97	170	170	
837010	Drainage Projects	Drainage	620	704	(84)	861	861	
837020	Lake Wendouree Infrastructure Works	Other infrastructure	104	31	73	104	104	
837030	Kerb and channelling	Roads	330	214	116	467	467	
837040	Footpath Works	Footpaths and cycleways	400	510	(110)	573	573	
837050	Minor Road improvements /upgrades	Roads	1,224	1,006	218	1,224	1,500	
837060	DCP Construction	Roads	4,443	65	4,378	6,335	1,218	Budgeted construction will carried into 2021-2022
837170	HMT Conservation Works	Heritage buildings	700	138	562	1,164	250	Works delayed and will be carried into 2021-2022
837200	Community Infrastructure Plan Implementation	Buildings	1,080	408	672	1,653	818	

Capital Project Report - City of Ballarat

Period Ending 31st March 2021

Project	Project Description	Asset Class	Year To Date			Annual		Notes
			Budgets (\$000's)	Actuals (\$000's)	Variance (\$000's)	Budget (\$000's)	Forecast (\$000's)	
837220	Ballarat Animal Shelter	Plant, machinery and equipment	0	4	(4)	0	4	
837260	Ballarat Connections	Footpaths and cycleways	0	11	(11)	0	13	
837350	Community and Industry Resources & Recycling Ce	Waste Management	0	1	(1)	4,865	0	Works will be carried into 2022-2023
837370	CBD Parking Action Plan	Off street car parks	190	6	184	254	600	
837380	Art Acquisitions For AGB	Recreational, leisure and community facilities	0	126	(126)	0	133	
837410	White Flat Public Safety Upgrade	Other infrastructure	0	8	(8)	0	9	
837440	Wendouree Childcare Centre Extensions	Building Improvements	0	8	(8)	0	20	
837450	Girrabanya Equipment	Plant, machinery and equipment	0	0	0	0	0	
837470	Office Furniture Upgrade	Fixtures, fittings and furniture	0	12	(12)	0	20	
837500	SMART City & Suburbs Grant	Computers and telecommunications	19	45	(26)	19	44	
837520	Lake Wendouree Lighting	Recreational, leisure and community facilities	0	0	0	0	0	
837550	Charlesworth St Retarding Basin	Drainage	250	31	219	1,500	115	Works will be carried into 2021-2022
837570	Lake Lighting & Fitness Equipment	Recreational, leisure and community facilities	0	124	(124)	0	200	
837590	Christmas Decorations	Recreational, leisure and community facilities	294	209	85	294	225	
837600	LED Residential Street Lighting	Other infrastructure	600	24	576	1,500	1,080	
837610	Bakery Hill	Other infrastructure	2,208	560	1,648	4,813	3,663	Works will be carried into 2021-2022
837620	Town Hall restoration (A Hall)	Building Improvements	0	0	0	981	0	
837630	Central Library	Building Improvements	1,295	83	1,212	2,344	220	Works will be carried into 2021-2022
837650	Parking Equipment	Plant, machinery and equipment	295	0	295	394	2	
837660	Street Trees & Planting	Recreational, leisure and community facilities	500	228	272	500	500	
837670	Fast Track Recreation Projects	Recreational, leisure and community facilities	5,937	2,392	3,545	9,469	6,362	Works will be carried into 2021-2022
837690	Wendouree Community Recreation Precinct	Recreational, leisure and community facilities	1,700	1,572	128	2,759	2,559	Works will be carried into 2021-2022
837700	Mars Stadium Stage 2	Recreational, leisure and community facilities	382	1,436	(1,054)	382	4,209	Works will be carried into 2021-2022
837710	Miners Rest - Land Acquisition	Land	1,000	0	1,000	1,000	1,000	Purchase planned by 30 June
837711	HMT Stage 3	Heritage buildings	0	46	(46)	0	600	
837713	Ballarat Sports and Ent Centre Stage 2	Buildings	670	231	439	3,371	1,200	Works will be carried into 2021-2022
837714	Warrenheip St Buninyong Street Scape Upgrade	Parks, open space and streetscapes	0	29	(29)	0	625	
837716	Water Hub Feasibility	Recreational, leisure and community facilities	15	0	15	30	30	
837717	Airport Runway Upgrade	Aerodromes	0	50	(50)	0	80	
837718	Alfredton Recreation Reserve Upgrade	Recreational, leisure and community facilities	0	135	(135)	0	1,450	
837719	Art Gallery Lighting Upgrade	Buildings	0	0	0	0	46	
837720	Off-Leash Dog Park James Reserve Buninyong	Parks, open space and streetscapes	0	0	0	0	30	
837721	CBD Outdoor Dining & Streetscape Activation	Recreational, leisure and community facilities	0	161	(161)	0	290	
837724	Fernery Outdoor Landscaping	Parks, open space and streetscapes	0	0	0	0	0	
Grand Total			73,226	45,724	27,502	124,801	109,720	

Capital Income	Year To Date			Annual		Notes
	Budgets (\$000's)	Actuals (\$000's)	Variance (\$000's)	Budget (\$000's)	Forecast (\$000's)	
Grants Capital	2,200	20,359	18,159	2,200	27,760	Unspent grant income from 2020-2019 due to new accounting standard on unearned income
Contributions Monetary - Capital	0	179	179	0	188	
Contributions Non Monetary - Capital	8,415	12,365	3,950	31,396	33,332	
Proceeds From Sale of Plant & Equipment	263	1,117	854	350	350	
User Fees - Capital	59	20	(39)	78	47	
Total Capital Income	10,937	34,040	23,103	34,024	61,677	
Net Capital	62,289	11,684	4,399	90,777	48,043	

Capital Income Report - City of Ballarat

Period Ending 31st March 2021

Account Type	Project	Project Description	Year To Date			Annual	
			Budgets (\$000's)	Actuals (\$000's)	Variance (\$000's)	Budget (\$000's)	Forecast (\$000's)
Contributions Monetary	835990	Recreation Capital Improvement	0	55	55	0	55
Contributions Monetary	837380	Art Acquisitions For AGB	0	124	124	0	133
Contributions Non Monetary	803770	Subdividers Contribution	0	0	0	14,566	14,566
Contributions Non Monetary	836320	DCP Construction WIK	6,204	10,971	4,767	12,409	16,145
Contributions Non Monetary	836330	DCP Land WIK	2,211	1,394	(817)	4,422	2,621
Grants Capital	820700	Plant Replacement Program	0	29	29	0	29
Grants Capital	834530	Federal Blackspot Funding	1,200	1,439	239	1,200	3,824
Grants Capital	834550	Major Infrastructure Renewal Project	0	1,766	1,766	0	2,704
Grants Capital	834551	LRCI Funded Program	0	766	766	0	2,716
Grants Capital	834570	Federal Roads to Recovery Funding	1,000	1,671	671	1,000	1,671
Grants Capital	835990	Recreation Capital Improvement	0	456	456	0	481
Grants Capital	836990	Bridge Rehabilitation	0	49	49	0	49
Grants Capital	837200	Community Infrastructure Plan Implementation	0	23	23	0	23
Grants Capital	837370	CBD Parking Action Plan	0	482	482	0	482
Grants Capital	837410	White Flat Public Safety Upgrade	0	21	21	0	21
Grants Capital	837440	Wendouree Childcare Centre Extensions	0	175	175	0	175
Grants Capital	837450	Girrabanya Equipment	0	5	5	0	5
Grants Capital	837500	SMART City & Suburbs Grant	0	45	45	0	80
Grants Capital	837550	Charlesworth St Retarding Basin	0	1,000	1,000	0	1,000
Grants Capital	837570	Lake Lighting & Fitness Equipment	0	100	100	0	100
Grants Capital	837630	Central Library	0	444	444	0	444
Grants Capital	837690	Wendouree Community Recreation Precinct	0	2,759	2,759	0	2,759
Grants Capital	837700	Mars Stadium Stage 2	0	1,382	1,382	0	3,132
Grants Capital	837713	Ballarat Sports and Ent Centre Stage 2	0	4,671	4,671	0	4,671
Grants Capital	837714	Warrenheip St Buninyong Street Scape Upgrade	0	0	0	0	300
Grants Capital	837718	Alfredton Recreation Reserve Upgrade	0	2,405	2,405	0	2,405
Grants Capital	837720	Off-Leash Dog Park James Reserve Buninyong	0	20	20	0	20
Grants Capital	837721	CBD Outdoor Dining & Streetscape Activation	0	500	500	0	500
Grants Capital	837724	Fernery Outdoor Landscaping	0	150	150	0	150
Materials and Services	836080	ICT Mobility	0	8	8	0	0
Proceeds From Sale of Plant & Equipment	820700	Plant Replacement Program	263	317	54	350	350
User Fees	837010	Drainage Projects	28	0	(28)	38	10
User Fees	837030	Kerb and channelling	26	0	(26)	35	10
User Fees	837040	Footpath Works	4	22	18	5	27
User Fees	837713	Ballarat Sports and Ent Centre Stage 2	0	(2)	(2)	0	0
Grand Total			10,936	33,247	22,311	34,025	61,676

Capital Income	Year To Date			Annual	
	Budgets (\$000's)	Actuals (\$000's)	Variance (\$000's)	Budget (\$000's)	Forecast (\$000's)
Contributions Monetary - Capital	0	179	179	0	188
Contributions Non Monetary - Capital	8,415	12,365	3,950	31,396	33,332
Grants Capital	2,200	20,359	18,159	2,200	27,760
Proceeds From Sale of Plant & Equipment	263	317	54	350	350
User Fees - Capital	58	27	(31)	79	46
Total Capital Income	10,936	33,247	22,311	34,025	61,676

Notes:

1 - This year Capital Grants are much higher, as a result of unearned grant income in 2019-2020 being brought to account in 2020-2021 as per new accounting standard on unearned income

Key Performance Indicators - City Of Ballarat

Period Ending 31st March 2021

	Year to Date			Full Year		
	Budget	Actual	Variance	Budget	Forecast	Variance
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Comprehensive Income Statement	34,115	71,527 ↑	37,412	27,282	63,023 ↑	35,741
Net Capital Works	62,289	11,684 ↑	50,605	90,777	48,043 ↑	42,734
Cash and Investments	29,328	138,864 ↑	109,536	33,310	100,247 ↑	66,937
Net cash provided by (used in) operating activities	22,253	54,474 ↑	32,221	31,870	61,812 ↑	29,942
Net cash provided by (used in) investing activities	(38,700)	(32,106) ↑	6,594	(49,461)	(76,387) ↓	(26,926)
Net cash provided by (used in) financing activities	8,757	(5,309) ↓	(14,066)	13,883	(6,982) ↓	(20,865)
	Year to Date			Full Year Comparison		
	EOFY	Actual	Variance	Budget	Actual TY	Variance
	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000	2020 \$'000
Rate Receivables	8,335	27,618 ↓	(19,283)	0	27,618 ↓	(27,618)
Working Capital	84,235	141,024 ↑	56,789	30,353	141,024 ↑	110,671
Working Capital %	261%	547% ↑	286%	165%	547% ↑	382%
Unrestricted cash	111,114	119,940 ↑	8,826	8,030	119,940 ↑	111,910
Unrestricted cash %	212%	380% ↑	168%	17%	392% ↑	375%
Indebtedness %	34%	37% ↑	3%	40%	37% ↓	-3%
Adjusted underlying result	2%	23% ↑	21%	14%	23% ↑	9%
Rates concentration	67%	75% ↑	8%	76%	75% ↓	-1%
Loans and borrowings compared to rates	37%	33% ↓	-4%	50%	33% ↓	-17%
Loans and borrowings repayments compared to rates	5%	4% ↓	-1%	7%	4% ↓	-3%
Asset renewal and upgrade compared to depreciation	78%	82% ↑	4%	144%	82% ↓	-62%

8.6. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES - 24 FEBRUARY AND 10 MARCH 2021

Division: Corporate Services
Director: Stephen Bigarelli
Author/Position: Lorraine Sendall – Executive Assistant Director Corporate Services

PURPOSE

1. The purpose of this report is to provide Council with copies of minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. At the meetings of these Committees held on 24 February, 2021, 10 March, 2021, 7 April and 21 April, 2021 twelve contracts were approved by the Committee. This report provides a copy of the minutes of these meetings as well as detailing summary information in relation to these Contracts.

BACKGROUND

2. To ensure good governance and transparent decision making, minutes of meetings of the Delegated committees are presented to Council and kept in accordance with the adopted Terms of Reference and Common Seal and Conduct at Meetings Local Law. This report advises that minutes of the Contracts Approval Delegated Committee (the Committee) are attached to this report for the meetings held on 24 February, March, 2021, 7 April 2021 and 21 April, 2021.
3. The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee has been established and will meet weekly, as required, in order to provide Council Officers with necessary decisions of Council to enable procurement processes to be completed.

KEY MATTERS

4. Local Content

Contract	Awarded to	Value	Outcomes	Local Content Outcome
2020/21-109	Panel of Suppliers (Various)		Panel of Approved Suppliers ICT Development Services	No
2020/21-264	Ducon Maintenance	\$875,602.00 (excluding GST)	Renewal of Ballarat Airport Hut #44 and #45	No
MAV VP213538	CMS Ballarat	\$323,112.00 (excluding GST)	2 x Four Wheel Drive Tractors	Yes
2020/21-10	Ballarat Regional Industries		Bin Deliveries and Repairs	Yes

		\$462,608.00 (excluding GST)		
2020/21-310	Pipecon Pty Ltd	\$512,500.00 (excluding GST)	Road Reconstruction and associated works Langstaffe Drive, Wendouree	Yes
2020/21-221	Panel of suppliers		Sub Surface Storm Water Drain Cleaning	No
2020/21-257	Ballarat Pet and Farm	Estimated annual price of \$160,000 (excluding GST)	Veterinary Services	Yes
2020/21-394	Fulton Hogan Industries Pty Ltd	\$434,560.58 (excluding GST)	Road Reconstruction & associated works – Peel Street (Curtis-Mair Sts)	Yes
2020/21-441	Enoch Civil Pty Ltd	\$747,153.00 (excluding GST)	Leith Street Reconstruction	Yes
2020/21-449	Fulton Hogan Industries Pty Ltd	\$399,435.14 (excluding GST)	Coghills Creek and Orchard Lane Reconstruction	Yes
2020/21-467	Ballarat Excavation and Transport	\$595,029.35 (excluding GST)	Shoulder Reconstruction and Sealing for Car Parks at various locations in Soldiers Hill	Yes
MAV VP223796	JCB Ballarat	\$225,989.50 ea (including GST)	2 x Backhoe machines	Yes

OFFICER RECOMMENDATION

5. That Council:

5.1 Note, as per the *Local Government Act 2020* Section 66 that this matter is designated confidential.

5.2 Receive the Contracts Approval Delegated Committee minutes of the meeting held on 24 February, 2021, 10 March 2021, 7 April and 21 April 2021.

ATTACHMENTS

1. Confirmed Contracts Minutes Wednesday 24 February 2021 [8.6.1 - 7 pages]
2. Confirmed Contracts Minutes 10 March 2021 [8.6.2 - 7 pages]
3. Confirmed Contracts Minutes of meeting held Wednesday 7 April [8.6.3 - 11 pages]
4. Confirmed Contracts Minutes of meeting held Wednesday 21 April [8.6.4 - 4 pages]



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

24 February 2021

DocuSign Envelope ID: 5531A9D7-6CD6-41FA-A1E7-1E9A41806D0A

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 24 FEBRUARY 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Daniel Moloney

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Sean Portelli (Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Vaughn Notting (Executive Manager Infrastructure)
Mr Trevor Harris (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Tracey Hargreaves

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 10 February, 2021 as circulated, be confirmed.

Moved Cr Ben Taylor
Seconded Cr Daniel Moloney

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Daniel Moloney
Seconded Cr Ben Taylor

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2020/21-109 PANEL OF APPROVED SUPPLIERS – ICT DEVELOPMENT SERVICES (RO SEAN PORTELLI / RHETT NUNN)	4
5.2 CONTRACT 2020/21-264 BALLARAT AIRPORT HUT #44 AND #45 (RO BRIDGET WETHERALL / MICHAEL O'CONNELL)	5
5.3 CONTRACT MAV VP213538 TRACTOR PURCHASE (RO SEAN PORTELLI / ADRIAN SMITH)	7

**5.1 CONTRACT 2020/21-109 PANEL OF APPROVED SUPPLIERS
ICT DEVELOPMENT SERVICES**
(RO – Sean Portelli / Rhett Nunn)

SUMMARY

This report recommends that the Contracts Approval Delegated Committee approves the awarding of an approved panel of suitably skilled suppliers for ICT development services to augment the internal ICT development capability in accordance with Council's Procurement Policy.

A thorough tender evaluation process was undertaken and the evaluation panel recommended that thirteen (13) vendors met the required criteria to be approved for the panel of suppliers.

BACKGROUND

1. The Information Services unit is seeking to augment its in-house ICT development capability in solving business problems to meet the current and desired future state of the organisation.
2. With significant investment in Microsoft's cloud platform, the City of Ballarat's current approach is to develop, migrate and operate all business workload, data, integration, automation, and intelligence in the platform.
3. The panel sought suitability qualified and skilled partners who specialise in Microsoft's cloud platforms, which includes:
 - Microsoft Azure
 - Microsoft Office 365
 - Microsoft Dynamics 365
 - Microsoft Azure DevOps

KEY MATTERS

4. Due to the volume of development activities to be completed, a combination of in-house and partner resources will be required to continue delivering these solutions across the organisation.
5. A broader Municipal Association of Victoria (MAV) panel is currently underway and will compliment this panel's specialist depth. In turn, both panels will afford the organisation a robust selection of approved suppliers.

RESOLUTION

That the Contracts Approval Delegated Committee:

1. **Resolves to enter into Contract Number 2020/21 - 109 for the provision of Panel of Approved Suppliers – ICT Development Services, with the following vendors:**
 - Sturm Software Engineering
 - B2Six Group Pty Ltd
 - CKI Group Pty Ltd
 - Miktysh Solutions Pty Ltd atf The Schloman B1 Trust t/a Miktysh
 - Olikka Pty Ltd (previously trading as The trustee for Olikka Unit Trust t/a Olikka)
 - Hyperware Consulting Pty Ltd atf The Hyperware rust
 - RXP Services Pty Ltd t/a RXP Group

Contracts Special Committee Minutes

24 February, 2021

- Barhead Solutions Australia Pty Ltd
- Telstra Corporation Limited
- DXC Eclipse Pty Ltd
- Velrada Capital Pty Ltd
- HCL Australia Services Pty Ltd
- Deloitte Consulting Pty Ltd

2. **Delegate to the Chief Executive Officer authority to execute the associated Contracts on behalf of Council.**

Moved Cr Ben Taylor
Seconded Cr Daniel Moloney

CARRIED

5.2 CONTRACT 2020/21-264 AIRPORT HUT
(RO – Bridget Wetherall / Michael O'Connell)

SUMMARY

This report recommends that the Contracts Approval Delegated Committee approves the awarding of a Contract for the renewal of Ballarat Airport Hut #44 and #45.

The scope of this contract involves the renewal of the existing heritage listed buildings for community use. The work includes upgrades to the surrounding infrastructure that services multiple other buildings within the precinct.

BACKGROUND

1. The renewal of Huts #44 and #45 is a continuation of a program of projects which have been successfully completed in the community use precinct of the Ballarat Airport.
2. The community use precinct of the Ballarat Airport consists of a number of heritage listed huts that were constructed during the WW II era. These huts were initially constructed as barracks for Australian air force personnel who trained in Ballarat as part of the program for war time bomber flight crews.
3. The air force huts have a heritage overlay in place that requires the buildings to be retained. The renewal of Hut #44 and Hut #45 is being completed as part of Council's capital renewal program to restore existing infrastructure to meet current building regulations, remove hazardous materials, improve accessibility and to enhance the user group amenity.

KEY MATTERS

4. The existing Hut #44 and #45 buildings are currently used by the Rotary Club of Ballarat East, Ballarat Billiards & Snooker Association and the Central Highlands Dart League.
5. The existing buildings do not meet the current building regulations, with non-compliance for toilets and access for all abilities to the public spaces.

Contracts Special Committee Minutes

24 February, 2021

6. The existing buildings contain a large amount of hazardous materials, in particular asbestos.
7. The structure is failing in areas that are not accessible to the public however, the building is beginning to exhibit signs of demolition by neglect.
8. The tender includes a scope of work for the provision of new in ground stormwater lines that will improve drainage across the community use building precinct. The stormwater infrastructure will provide a connection point for the building downpipes. This is a key reason for the footing failure for multiple buildings at the site and forms part of the requirements for a building permit to be issued for the project.
9. The tender also includes a scope of work for the upgrade of the incoming fire service and cold water lines to the community use building precinct. This work is required to remove the current failed asbestos in ground fire service and to provide compliant firehydrant coverage to multiple buildings in the precinct. This is also a requirement to obtain a building permit for the works.
10. The tender submission from Ducon Maintenance Pty Ltd was the lowest price tender submission. Although a Melbourne based builder, Ducon Maintenance Pty Ltd was able to demonstrate through the local content assessment information how local subcontractors and suppliers will be used in the project. Their experience on similar heritage renewal projects was well documented and supported by reference checks on both nominated referees and projects currently underway.
11. Ducon Maintenance Pty Ltd provided clear responses to the weighted key selection criteria. In particular, the work methodology supplied provided a high degree of confidence that Ducon Maintenance Pty Ltd had a clear understanding of the project scope with strategies in place to mitigate project risks.
12. The Evaluation Panel assessed Ducon Maintenance Pty Ltd as the successful tenderer with the best Value for Money calculation.

RESOLUTION**The Contracts Approval Delegated Committee resolves to:**

1. **Award Contract 2020/21-264 for the Ballarat Airport Hut #44 and #45 renewal to Ducon Maintenance Pty Ltd for the total tendered price of \$875,602.00 (GST exclusive).**
2. **Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Daniel Moloney
Seconded Cr Ben Taylor

CARRIED

Contracts Special Committee Minutes

24 February, 2021

5.3 CONTRACT MAV VP213538
(RO – Sean Portelli / Adrian Smith)**SUMMARY**

This report recommends that the Contracts Approval Delegated Committee approves the awarding of a Contract for the supply of two four-wheel drive tractors for our Parks Maintenance department.

BACKGROUND

1. Tractors are essential for maintaining the parks and open spaces throughout the municipality and the current tractors have been in service since 2011 and 2012.

KEY MATTERS

2. Six submissions were received from four suppliers.
3. Two submissions were deemed non-conforming due to having no machine to evaluate.
4. The purchase is part of Council's plant replacement program.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

1. Award through MAV Contract VP213538 for the the supply of two, four-wheel drive tractors to CMS Ballarat for the supply of Fendt 512 machines for the total tendered price of \$323,112.00 (GST inclusive). These tractors will replace the current units, Fleet numbers 7251- Purchased 2011 and 7252-Purchased 2012.
2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.

Moved Cr Ben Taylor
Seconded Cr Daniel Moloney

CARRIED**SECTION 66 MATTERS****RESOLUTION:**

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Ben Taylor
Seconded Cr Daniel Moloney

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12.56pm

Confirmed this 10th day of March, 2021

Cr Ben Taylor

.....
Cr Ben Taylor
Chairperson



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

10 March 2021

DocuSign Envelope ID: 72C58C96-8305-4594-9169-B7F2632499A8

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 10 MARCH 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Mark Harris
Cr Tracey Hargreaves

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Sean Portelli (Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Vaughn Notting (Executive Manager Infrastructure)
Mr Trevor Harris (Procurement Co-ordinator)
Louise Turner (Manager Environment Services)
Luke Ives (Co-ordinator Road Maintenance)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 24 February, 2021 as circulated, be confirmed.

Moved Cr Tracey Hargreaves
Seconded Cr Ben Taylor

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Ben Taylor
Seconded Cr Tracey Hargreaves

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2020/21-10 BIN DELIVERIES AND REPAIRS (RO BRIDGET WETHERALL / EMMA SWIFT)	4
5.2 CONTRACT 2020/21-310 LANGSTAFFE DRIVE (RO BRIDGET WETHERALL / ROBIN HAND)	5
5.3 CONTRACT 2020/21-221 SUB SURFACE STORM WATER DRAIN CLEARING (RO BRIDGET WETHERALL / LUKE IVES)	6

5.1 CONTRACT 2020/21-10 BIN DELIVERIES AND REPAIRS
(RO – Bridget Wetherall / Emma Swift)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a contract for the provision of bin deliveries and repairs under a schedule of rates.

BACKGROUND

This contract is for the delivery, repair and storage of the mobile bin supplies for the provision of new bins to support Council's Kerbside Collection Service (operated by the Environment Unit).

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 15 October 2020. The invitation period closed on 4 November 2020 with three tenderers submitting responses.

KEY MATTERS

The Evaluation Panel met on 4 December, 2020 to review the initial scoring of the tenders by evaluation panel members. The weighted score of each panel member for each submission was added in aggregate.

Ballarat Regional Industries is recommended due to their extensive experience in conducting the current existing contract satisfactorily and demonstrated experience to assemble and deliver bins in Ballarat. Their response included detailed information about their staff, plant, end-markets for recycling and equipment to undertake the service which all aligned with their total cost.

The Committee noted that there was a discrepancy in the VFM (Value for Money) component in the evaluation, however, this did not change the recommendation.

RESOLUTION

That the Contracts Approval Delegated Committee:

- 1. Resolves to enter into Contract Number 2020/21 - 10 for the provision of Bin Deliveries & Repairs under a schedule of rates contract with Ballarat Regional Industries for the estimated annual price of \$115,652.00 (ex GST). The anticipated annual price is based on a schedule of rates giving an estimated spend over the life of the contract of \$462,608.00 (ex GST) including the one-year extension option.**
- 2 The contract Term is for 3 years with the provision of a 1-year extension at the sole discretion of Council.**
- 3 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Tracey Hargreaves
Seconded Cr Ben Taylor

CARRIED

5.2 CONTRACT 2020/21-310 LANGSTAFFE DRIVE
(RO – Bridget Wetherall / Robin Hand)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for road reconstruction and associated works in Langstaffe Drive, Wendouree.

BACKGROUND

Langstaffe Drive has pavement that is failing with areas of localised ponding and potholing with old brick footpaths which have significant movement. This project will see approximately 430 metres of existing road pavement in Langstaffe Drive, between Gillies Street and Molbray Street reconstructed with a new asphalt surface, concrete footpath and kerb & channel.

Langstaffe Drive is a highly trafficked residential street providing connection between Forest Street and Gillies Street with an approx. length of 830 metres. Langstaffe Drive serves as a public bus route and is frequently used by residents. Langstaffe Drive runs adjacent to the rear of Mount Rowan Secondary College.

The project involves several components of work which were identified during the design stage including the following:

- earthworks;
- minor drainage construction;
- kerb & channel works;
- road pavement reconstruction;
- asphalt road surfacing;
- line marking;
- raised pavement markers;
- signage, and ancillary works.

The prioritisation of this project and the extent of works was determined by using a weighted scoring methodology for the road reconstruction. This weighting is based on specific scoring criteria as set out below:

- Sustainable Service - Asset Management Plan requirement (whole of life), requirement for urgent treatment, service level not up to standard for application;
- Safety - Safety hazard reduction;
- Financial benefit - Reduced costs, return on investment, generates revenue;
- Hierarchy Level - Level of Importance in network;
- Community Benefit - Improved local community equity, promotes sustainable economic benefit for the community, satisfies ratepayer initiative, enhances streetscape.

This project was one of many that received high weightings and as such was placed on the 2020/21 Capital Works Program.

Five tender responses were received with all submissions being considered as conforming tenders and being evaluated by panel members.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

- 1. Award Contract 2020/21-310 for the provision of road reconstruction and associated works in Langstaff Drive, Wendouree to Pipecon Pty Ltd for the total tendered price of \$779,167.98 (GST exclusive).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Mark Harris

Seconded Cr Tracey Hargreaves

5.3 CONTRACT 2020/21-221 SUB SURFACE STORM WATER DRAIN CLEARING
(RO – Bridget Wetherall / Luke Ives)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for the provision of Panel-Sub Surface Storm Water Drain Cleaning.

BACKGROUND

The City of Ballarat is responsible for the maintenance and renewal of drainage infrastructure throughout the Municipality. The road maintenance team undertake reactive and proactive pit and pipe cleaning works that includes cleaning of Council owned gross pollutant traps. CCT inspections are regularly undertaken to determine the cause of issues and the most appropriate repair options of the underground drainage network.

The scope of the contract involves the sourcing of preferred suppliers for sub surface drain cleaning and closed-circuit television (CCT) survey on drainage infrastructure throughout the City of Ballarat.

KEY MATTERS

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 29 October 2020. The invitation period closed on the 25 November 2020, with 11 tenderers submitting responses.

The Evaluation Panel met on 23 December 2020, to review the initial scoring of the tenders by evaluation panel members.

The evaluation panel assessed contractors to best meet the requirements of the evaluation criteria, due to their ability to meet required timeframes and their capacity and proven history of providing Sub Surface Storm Water Drain Cleaning and CCT services.

The Committee noted that there was a discrepancy in the VFM (Value for Money) component in the evaluation, however, this did not change the recommendation.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

- 1. Enter into Contract Number 2020/21 - 221, for the provision of Panel - Sub Surface Storm Water Drain Cleaning with Veolia Environmental Services (Australia) Pty Ltd, Bartlett's Waste Management Pty Ltd, and Gavlex Pty Ltd t/a RSP Environmental Services, for the contract term of three years, with the provision of one, plus one-year extensions at Council's sole discretion.**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

DocuSign Envelope ID: 72C58C96-8305-4594-9169-B7F2632499A8

Contracts Special Committee Minutes

10 March, 2021

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Mark Harris

Seconded Cr Tracey Hargreaves

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12:42pm

Confirmed this 7th day of April, 2021

Cr Ben Taylor

.....
Cr Ben Taylor
Chairperson

OFFICIAL



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

7 April 2021

OFFICIAL

OFFICIAL

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 7 APRIL 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Mark Harris
Cr Tracey Hargreaves

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Stephen Bigarelli (Acting Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Ms Natalie Robertson (Director Development and Growth)
Mr Vaughn Notting (Acting Executive Manager Environment)
Mr Trevor Harris (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 10 March, 2021 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Tracey Hargreaves
Seconded Cr Mark Harris

CARRIED

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2020/21-257 VETERINARY SERVICES FOR BALLARAT ANIMAL SHELTER (RO NATALIE ROBERTSON / CLARE DOUGLAS-HAYNES)	4
5.2 CONTRACT 2020/21-394 PEEL STREET RECONSTRUCTION (RO BRIDGET WETHERALL / ROBIN HAND)	5
5.3 CONTRACT 2020/21-441 LEITH STREET RECONSTRUCTION (RO BRIDGET WETHERALL / ROBIN HAND)	6
5.4 CONTRACT 2020/21-449 COGHILLS CREEK AND ORCHARD LANE RECONSTRUCTION (RO BRIDGET WETHERALL / ROBIN HAND)	8
5.5 CONTRACT 2020/21-467 SHOULDER CONSTRUCTION AND SEALING – SOLDIERS HILL (RO NATALIE ROBERTSON / ROBIN HAND)	10

OFFICIAL

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

5.1 CONTRACT 2020/21-257 VETERINARY SERVICES FOR BALLARAT ANIMAL SHELTER

(RO – Natalie Robertson / Clare Douglas-Haynes)

SUMMARY

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a contract for the provision of Veterinary Services at the Ballarat Animal Shelter.

This contract will ensure the continued health management of the animals in the care of the Ballarat Animal Shelter as prescribed under the *Domestic Animals Act 1994* and Code of Practice for the operation and management of Shelters and Pounds.

BACKGROUND

The Ballarat Animal Shelter impounds up to 3000-3500 animals per year. Generally, 55% of these are not reclaimed and require an initial health check, vaccination, desexing and microchipping. Currently, there is no capacity to facilitate an in-house veterinarian and clinic, therefore, Council is required to maintain a vet contract which is outsourced to a local clinic.

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 19 November, 2020. Tenders closed on 23 December, 2020 with one tenderer submitting a response.

KEY MATTERS

The Evaluation Panel met on 5 February, 2021 to review the initial scoring of the tender by evaluation panel members. The weighted score of each panel member for each submission was added in aggregate.

Council has previously had a contract with Pet and Farm Vets to deliver veterinary services to the Ballarat Animal Shelter, who have demonstrated during this time that they have satisfactorily met the requirements of the tender.

RESOLUTION

That the Contracts Approval Delegated Committee:

- 1. Resolves to enter into Contract Number 2020/21 - 257 for the provision of Veterinary Services for the Ballarat Animal Shelter & Repairs with Jahaps Pty Ltd atf Jahaps Unit Trust t/a Ballarat Pet and Farm Vet for the estimated annual price of \$160,000.00 (ex GST).**
- 2 The contract term is for 12 months with the provision of an extension of a further two (2) years plus two (2) years upon review at the sole discretion of Council.**
- 3 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

5.2 CONTRACT 2020/21-394 PEEL STREET RECONSTRUCTION
(RO – Bridget Wetherall / Robin Hand)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for road reconstruction and associated works in Peel Street (between Curtis and Mair Streets).

This project will see Peel Street between Curtis Street and Mair Street reconstructed with a new pavement wearing course, new concrete kerb and channel and new asphalt footpath. The approximate total length of works is 140 metres.

BACKGROUND

Peel Street is a highly trafficked link road in the Central Business District (CBD) providing connection from Black Hill and Golden Point to the Bridge Mall with an approx. length of 2.5kms and is frequently used by motorists, cyclists and pedestrians.

This section of Peel Street is set for major works to be completed by Central Highlands Water (CHW) with the installation of a new sewer main. The intention of timing of this project is to see the works commence immediately after the completion of the sewer main works in early May 2021.

The extent of works to be undertaken includes:

- earthworks;
- kerb & channel works;
- asphalt road renewal;
- asphalt footpath renewal;
- line marking;
- raised pavement markers;
- construction of tree surrounds;
- signage, and ancillary works.

The prioritisation of this project and the extent of works was determined by using a weighted scoring methodology for the road reconstruction. This weighting is based off specific scoring criteria as set out below:

- Sustainable Service - Asset Management Plan requirement (whole of life), requirement for urgent treatment, service level not up to standard for application;
- Safety - Safety hazard reduction;
- Financial Benefit - Reduced costs, return on investment, generates revenue;
- Hierarchy Level - Level of Importance in network;
- Community Benefit - Improved local community equity, promotes sustainable economic benefit for the community, satisfies ratepayer initiative, enhances streetscape.

Three tender responses were received with all submissions being considered as conforming tenders and being evaluated by panel members.

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

RESOLUTION**The Contracts Approval Delegated Committee resolves to:**

- 1. Award Contract 2020/21-394 for the provision of road reconstruction and associated works – Peel Street (Curtis – Mair Streets) to Fulton Hogan Industries Pty Ltd for the total tendered price of \$434,560.58 (GST exclusive).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Mark Harris

Seconded Cr Tracey Hargreaves

5.3 CONTRACT 2020/21-441 LEITH STREET RECONSTRUCTION
(RO – Bridget Wetherall / Robin Hand)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for the provision of Leith Street reconstruction (Ripon Street to Talbot Street).

This project will see construction of a new roundabout at the intersection of Talbot Street and Leith Street with an altered intersection layout at Ripon Street with asphalt re-surfacing works.

BACKGROUND

Leith Street is a highly trafficked Collector road in Redan providing connection from Pleasant Street South to Skipton Street frequently used by motorists, cyclists and pedestrians.

This section of Leith Street serves as a main access route for users of St Aloysius Primary School which abuts Leith Street and Ripon Street South.

The extent of works to be undertaken includes:

- earthworks;
- pipe and pit drainage construction;
- kerb & channel construction;
- gravel road shoulder reinstatement;
- pavement construction;
- asphalt road renewal;
- asphalt footpath and vehicle crossing renewal;
- concrete footpath and kerb ramp construction;
- wombat pedestrian crossing construction;
- roundabout centre island annulus construction;
- concrete footbridge construction;
- line marking;
- raised pavement markers;
- lawn nature strip reinstatement;
- signage, and ancillary works.

The prioritisation of this project and the extent of works was determined by recent years crash statistics for the intersection treatments and by using a weighted scoring methodology for the reconstruction between Ripon Street and Talbot Street. This weighting is based off specific scoring criteria as set out below:

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

- Sustainable Service - Asset Management Plan requirement (whole of life), requirement for urgent treatment, service level fallen below intervention level.
- Safety - Hazard reduction.
- Financial benefit - Reduced costs, return on investment, revenue generation.
- Hierarchy Level - Level of Importance in network.
- Community Benefit - Improved local community equity, promotes sustainable economic benefit for the community, satisfies ratepayer initiative, enhances streetscape amenity.

This project was one of many that received high weightings and as such was placed on the 2020/21 Capital Works Program.

KEY MATTERS

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 18 February, 2021. The invitation period closed on the 10 March, 2021, with 4 tenderers submitting responses.

Tenders were firstly evaluated by the panel members individually against the nominated evaluation criteria to ensure that tender submissions achieved the required standard to successfully deliver the project. The evaluation panel noted that of the four tender responses received, one submission was awarded a fail in the mandatory criteria. There were three tender submissions evaluated in full.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

- 1. Enter into Contract Number 2020/21 - 441, for the provision of Leith Street reconstruction (Ripon Street to Talbot Street) with Enoch Civil Pty Ltd for the total tendered price of \$747,153.00 (excluding GST).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

5.4 CONTRACT 2020/21-449 COGHILLS CREEK AND ORCHARD LANE RECONSTRUCTION

(RO – Bridget Wetherall / Robin Hand)

SUMMARY

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for the provision of road reconstruction Coghills Creek Road, Glendaruel and Orchard Lane, Brown Hill.

This project will see construction of two sets of roads at different locations. The design for reconstruction has been completed to incorporate the use of an untried project called Terra-3000, a liquid based road stabilising agent.

BACKGROUND

Coghills Creek Road is a Collector Road with an approximate length of 16 km serving as a main access route from Miners Rest to the north-west boundary of the municipality. This section of road to be reconstructed has an approximate length of 260 metres with a narrowed carriageway with unformed road shoulders.

The scope of works includes the widening of the road to allow safe passage of two vehicles simultaneously and the formation of road shoulders.

Orchard Lane is an unconstructed Local Access Road in Brown Hill servicing 13 rural properties which has recurrent issues with water ponding and an unstable wearing course during periods of wet weather which create safety concerns for motorists. The length of road to be constructed is approximately 320 metres.

The project involves several components of work which were identified during the design stage including the following:

- earthworks;
- gravel road shoulder construction;
- sub grade stabilisation;
- pavement construction;
- pavement sealing;
- tree removal;
- Wire Rope Safety Barrier installation;
- line marking;
- raised pavement markers;
- crushed rock driveway reconstruction;
- open drain maintenance works;
- lawn nature strip reinstatement; and
- signage, and ancillary works.

The prioritisation of this project and the extent of works was determined by using a weighted scoring methodology for the road reconstruction. This weighting is based on specific scoring criteria as set out below:

- Sustainable Service - Asset Management Plan requirement (whole of life), requirement for urgent treatment, service level falling below intervention levels.
- Safety - Hazard reduction.
- Financial Benefit - Reduced costs, return on investment, revenue generation.
- Hierarchy Level - Level of Importance in network.
- Community Benefit - Improved local community equity, promotes sustainable economic benefit for the community, satisfies ratepayer initiative, enhances streetscape amenity.

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

This project was one of many that received high weightings and as such was placed on the 2020/21 Capital Works Program.

KEY MATTERS

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 25 February, 2021. The invitation period closed on the 17 March, 2021, with 4 tenderers submitting responses. One submission was awarded a fail in the OH&S criteria. There were three tender submissions evaluated in full.

This project incorporates the use of an alternative pavement stabilisation project and subsequently marks this project as a trial for potential incorporation into future projects should it be successful.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

- 1. Enter into Contract Number 2020/21 - 449, for the provision of road reconstruction Coghills Creek Road, Glendaruel and Orchard Lane, Brown Hill with Fulton Hogan Industries Pty Ltd for the total tendered price of \$399,435.14 (excluding GST).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

**5.5 CONTRACT 2020/21-467 SHOULDER CONSTRUCTION AND SEALING
– SOLDIERS HILL**
(RO – Bridget Wetherall / Robin Hand)

SUMMARY

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a Contract for the provision of shoulder construction and sealing for car parks at various locations in Soldiers Hill.

This project will see the construction and sealing of shoulders and car parking across several local access roads throughout Soldiers Hill to create formalised car parking and tree protection.

BACKGROUND

The City of Ballarat entered into a funding agreement with the Victorian State Government for the provision of 1000 car parks within a 500m radius of GovHub which is currently under construction. To date this agreement has funded the construction of a car park in Creswick Road and also at the Eastern Oval, along with formalisation of additional car parks within the Creswick Road service road. The works in Soldiers Hill will see the completion of the funding agreement, with all works funded by the grant.

The extent of works to be undertaken includes:

- earthworks;
- shoulder pavement construction;
- sealing of unsealed shoulders;
- cleaning of bluestone channels;
- construction of tree surrounds;
- parking bay delineation;
- installation of bollards
- installation of wheel stops, and ancillary works.

KEY MATTERS

The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 25 February, 2021. The invitation period closed on the 17 March, 2021, with 3 tenderers submitting responses.

RESOLUTION

The Contracts Approval Delegated Committee resolves to:

1. Enter into Contract Number 2020/21 - 467, for the provision of Shoulder Reconstruction and Sealing for Car Parks at various locations in Soldiers Hill with Streebson Pty Ltd t/a Ballarat Excavation and Transport for the total tendered price of \$595,029.35 (excluding GST).
2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

OFFICIAL

Contracts Special Committee Minutes

7 April, 2021

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Tracey Hargreaves

Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12:44pm

Confirmed this 21st day of April, 2021

.....
Cr Ben Taylor
Chairperson

OFFICIAL

OFFICIAL



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

21 April 2021

OFFICIAL

OFFICIAL

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 21 APRIL 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Mark Harris
Cr Tracey Hargreaves

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Stephen Bigarelli (Acting Director Corporate Services)
Mr Adrian Smith (Manager Fleet Services)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 7 April, 2021 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

OFFICIAL

Contracts Special Committee Minutes

21 April, 2021

TABLE OF CONTENTS

	PAGE(S)
5.1 TENDER MAV VP223796 2 x BACKHOE REPLACEMENT (RO STEPHEN BIGARELLI / ADRIAN SMITH)	4

OFFICIAL

OFFICIAL

Contracts Special Committee Minutes

21 April, 2021

5.1 TENDER MAV VP223796 2 x BACKHOE REPLACEMENT
(RO – Stephen Bigarelli / Adrian Smith)**SUMMARY**

This report recommended that the Contracts Approval Delegated Committee approves the awarding of a contract which was facilitated via the MAV Procurement website for the supply of two Backhoe machines for Council's construction team and Trails/Waterways team.

BACKGROUND

Council's current machines have been in service since 2012 and backhoes are essential for maintaining Council's public waterways and trails along with maintaining the infrastructure throughout the municipality.

KEY MATTERS

The tender was posted on the MAV Procurement site on 20th January 2021 with the invitation period closing on 19th February, 2021 with two tenderers submitting two responses.

The Evaluation Panel met on 17 March, 2021 to review the initial scoring of the tender by evaluation panel members. The weighted score of each panel member for each submission was added in aggregate.

RESOLUTION

That the Contracts Approval Delegated Committee:

- 1. Resolves to award the supply of two Backhoe machines to JCB Ballarat for the supply of JCB 3CX machines for the total tendered price of \$451,979.00 (GST inclusive) (i.e. \$225,989.50 each). These units will replace current item Fleet numbers 7125 and 7710.**
- 2. Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Tracey Hargreaves

Seconded Cr Mark Harris

CARRIED

The committee requested that the evaluation matrix, in future, includes headings and further information to clearly explain the scoring.

SECTION 66 MATTERS**RESOLUTION:**

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Mark Harris

Seconded Cr Tracey Hargreaves

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12:38pm

Confirmed this 5th day of May, 2021

.....
Cr Ben Taylor
Chairperson

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

Division: Executive Unit
Director: Evan King
Author/Position Sarah Anstis - Statutory Compliance Officer

PURPOSE

1. The report is to revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Stephanie Durant and Vanessa O'Shea.

BACKGROUND

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

KEY MATTERS

3. At the Council Meeting held on 22 July 2020, Council resolved R181/20 to endorse the authorisation of Stephanie Durant under the *Planning and Environment Act 1987*. Stephanie Durant is no longer in the position of Principal Statutory Planner and the authorisation requires revocation by Council resolution.
4. At the Council Meeting held on 22 July 2020, Council resolved R181/20 to endorse the authorisation of Vanessa O'Shea under the *Planning and Environment Act 1987*. Vanessa O'Shea is no longer in the position of Strategic Planner and the authorisation requires revocation by Council resolution.

OFFICER RECOMMENDATION

5. That Council:

5.1 Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Stephanie Durant (R181/20).

5.2 Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Vanessa O'Shea (R181/20).

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Instrument of Appointments and Authorisations are a statutory requirement of Council.

COMMUNITY IMPACT

2. Council will make the register of authorised officers available on Council's website in accordance with Council's Public Transparency Policy.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate emergency and environmental sustainability implications identified for the subject of this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

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. There has been consultation with relevant managers and officers to ensure the correct officers have been authorised to complete tasks.
9. The revocation and conferring of authorisations does not require any public consultation, however, Council is required to keep a register of all authorised officers available for public inspection.

GENDER EQUALITY ACT 2020

OFFICIAL

OFFICIAL

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.8. OUTSTANDING QUESTION TIME ITEMS

Division: Executive Unit
Director: Evan King
Author/Position: Sarah Anstis - Statutory Compliance Officer

PURPOSE

1. This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from public question time.

BACKGROUND

2. The City of Ballarat Governance Rules, section 3.7.1 calls for a standard agenda item at each Council Meeting that reflects unanswered questions from question time.

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. That Council:

4.1 Endorse the Outstanding Question Time report.

ATTACHMENTS

1. Outstanding Question Time Items [8.8.1 - 1 page]
2. QT14/21 - Esther Cutts [8.8.2 - 1 page]
3. QT15/21 - Miriam Robinson [8.8.3 - 1 page]

OFFICIAL

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
14/04/2021 QT14/21	Closed	Esther Cutts	What sort of timeframe would be expected for Power Park & Wetlands to have a litter trap installed and native vegetation and plants planted?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment to provide a written response
28/04/2021 QT15/21	Closed	Miriam Robinson	XR Ballarat thanks the Mayor, Councillor Coates and Brigette Wetherall for meeting with us in March to discuss setting up a Citizens Assembly on Climate as part of community consultation on the Council Plan. Has the council discussed, or made any progress on setting up a Citizens Assembly on Climate in Ballarat? Given that the Council has declared a Climate Emergency can we expect a swift implementation of a Citizens Assembly on Climate? What are the next steps required to set up a Citizens Assembly in Ballarat?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment provided a written response
28/04/2021 QT16/21	Open	Bob Hartmann	Over the past 2.5 years Friends of Canadian Corridor have been reporting to Council on the status of our local Koala population. In March 2020 we requested that Council host their plans of a 'Koala Committee of Implementation' which was adopted in 2008 in which Cr Coates and Cr Hudson expressed their willingness to chair the meeting which has not yet been facilitated. In August 2020 Director Natalie Robertson stated that the Koala plan of management was to be reviewed as part of a living corridors project and that the Friends of Canadian Corridor would be involved in this process. In March 2021 we received notification that the City of Ballarat that the living corridor strategy would be delayed until further notice. We are concerned that there are a number of operational problems to do with the local Koala population that are sadly being neglected. Through this inaction, we are concerned if City of Ballarat is even worried about the Koala population. Is there an update on the Koala Committee of Implementation be established to meet as soon as possible and will the Living Corridors project be reactivated?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
28/04/2021 QT17/21	Open	Robert Newnham	1.Since, the Planning Scheme Amendment C194 stated below amongst other land use implementation strategies, that Council Officers are to "Develop a Local Area Plan for Miners Rest" – is four (4) years not enough time to complete this and have the MRTP incorporated legally into the Planning Scheme like other work like the Resolution of Council to fast-track the Growth Areas to the North and West of Ballarat to be re-zoned from Farming Zone to Urban Growth Zone without delay? 2.What is the purpose of a Local Area Plan or the Miners Rest Township Plan if it provides no physical implementation mechanisms through the Planning Scheme for the goals it aspires to?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
28/04/2021 QT18/21	Open	Rodney Mfsud	1.Do discussions constitute appropriate action by Officers to carry out the Resolutions of Council or rather, should they and/or have they done so as per the legal requirements of the Local Government Act and Planning and Environment Act in writing via a Statutory Process that is able to be documented in Minutes of Council Meetings? 2.Can we be provided with the Victoria Planning Report following the Hearing of Submissions made when the superseded Outline Development Plan stated that it had provided for growth for the next twenty years in Miners Rest?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
28/04/2021 QT19/21	Open	Terri Baldwin	1.How have other Local Area Plans such as those contained in Clause 21.10 of the Planning Scheme been incorporated legally into the Planning Scheme in relation to the Health Precinct, Canadian Valley, Dowling Forest, Buninyong Township and Woodmans Hill throughout 1993, 2005, 2006, 2011 and 2015? 2.Why does the correspondence from the CEO and Director Robertson dated 20 April 2021 state that the following work quoted below cannot occur until the Housing Strategy is complete when all of the above in Question 1 was able to occur? "DELWP noted that Ballarat is required to address planning for housing and settlement on a municipal wide basis in order to provide strategic justification for proposals included in the Council resolution, thus informing the application of zones and controls. Without a municipal wide approach to housing and settlement, including evidence-based population forecasts and demand and supply analysis, individual area or township-based plans cannot be implemented. In response to the requirement for Ballarat to have proper and orderly planning, the City of Ballarat has commenced work to develop a housing and settlement strategy for the municipality that will incorporate areas for housing growth and the controls that will apply to manage growth including character, heritage and other constraints."	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
28/04/2021 QT20/21	Open	Elissa Hayes	1.Has the Resolution of Council on the 11th December 2019, to seek authorisation from the Minister for Planning been formally prepared, applied for and/or rejected? 2.Where is the written evidence that the Resolution to introduce the MRTP, LPP, FP, Rezone the GRZ areas of Miners Rest North to NRZ and insert a Schedule to the NRZ varying Clause 54 and 55, have been formally sought and/or rejected in writing?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 14 May 2021

Our Ref: BW:vn:dk:sd:bk

Your Ref: QT14/21

Enquiries: (61) 03 5320 5500

Email: info@ballarat.vic.gov.au

Miss Esther Cutts

Email: [REDACTED]

Dear Miss Cutts

RE: LITTER TRAP INSTALLATION TIMEFRAME REQUEST

I refer to your public question asked at the Council meeting held on Wednesday 27 April 2021 as follows: *"What sort of timeframe would be expected for Power Park & Wetlands to have a litter trap installed and native vegetation and plants planted?"*

The wetlands are currently planned for an upgrade in-line with the MR Power Park Reserve upgrades. When these upgrades are completed, the wetlands will be planted with native vegetation of all different types which will be a good home for birds and wildlife. Part of this upgrade will be the incorporation of new pond which will trap most of the litter as it comes into the wetland making it easier to collect.

Please contact David Keighrey, Council's Acting Coordinator Parks & Gardens, on [REDACTED] if you wish to discuss this matter further.

Yours sincerely

A handwritten signature in dark ink, appearing to read "Bridget W".

Bridget Wetherall
Director Infrastructure and Environment

CC: Mayor and Councillors
Civic Support
David Keighrey, Acting Coordinator Parks & Gardens
Luke Ives, Acting Executive Manager Operations
Operations Business Support

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Ms Miriam Robinson
Extinction Rebellion Ballarat

Email: [REDACTED]

Date: 5 May 2021

Our Ref: BW:bk

Your Ref: QT15/21

Enquiries: (61) 03 5320 5500

Email: info@ballarat.vic.gov.au

Dear Ms Robinson

RE: CITIZENS ASSEMBLIES ON CLIMATE

I refer to your question asked at the Council meeting held on Wednesday 28 April 2021 as follows: *"XR Ballarat thanks the Mayor, Councilor Coates and Brigitte Weatherall for meeting with us in March to discuss setting up a Citizens Assembly on Climate as part of community consultation on the Council Plan. Has the council discussed, or made any progress on setting up a Citizens Assembly on Climate in Ballarat?"*

Council is currently working to develop a net zero whole of community target and that will involve community consultation. Council is also undertaking the Council Plan deliberative engagement table discussions to engage with community members on future priorities.

If you wish to discuss this matter further please feel free to contact [REDACTED] Council's Sustainability Officer – Carbon Neutrality, directly on [REDACTED] or via email on [REDACTED]

Yours sincerely

A handwritten signature in cursive script, appearing to read "Bridget W".

Bridget Wetherall
Director Infrastructure and Environment

CC: Mayor and Councillors
Agenda Preparation
Civic Support
Ching Tiong Tan, Sustainability Officer-Carbon Neutrality

9. NOTICE OF MOTION

Nil

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.6. CONTRACTS APPROVAL DELEGATED COMMITTEE

Division: Corporate Services

Director: Stephen Bigarelli

Author/Position: Lorraine Sendall - Executive Assistant, Director Corporate Services

(Confidential information)

13. CLOSE