

OFFICIAL

Council Meeting

Agenda

21 July 2021 at 6:30pm

Virtual Meeting





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 after the meeting.

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

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

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The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 28 July 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. OFFICER REPORTS

4.1. PUBLIC SUBMISSIONS ON COUNCIL PLAN

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

PURPOSE

1. To receive and consider verbal and written submissions relating to the Draft Council Plan 2021-2025.

BACKGROUND

2. Council resolved (R115/21) at the Council meeting held on 23 June 2021 to:
 - a. Give public notice in accordance with section 55 of the *Local Government Act 2020* (the Act) of Council's intention to adopt, at a Council meeting to be held at 6.30pm on Wednesday 25 August 2021, the proposed Council Plan 2021-2025 in accordance with section 90 of the Act.
 - b. Give public notice seeking submissions on the proposals contained in the Council Plan 2021-2025. Written public submissions will be accepted for 26 days ending 9:00am Monday 19 July 2021.
 - c. Give public notice that any person who wishes to be heard in support of a submission received by Council should indicate in the written submission that they wish to be heard. Any person requesting that they be heard in support of a submission is entitled to appear before a meeting of the Council either personally or by a person acting on their behalf at a Council meeting scheduled for Wednesday 21 July at 6.30pm.
3. In accordance with section 90 of the *Local Government Act 2020*, Council invited interested persons to make written submissions in relation to the Draft Council Plan 2021-2025 by 9am 19 July and to also make verbal submissions at an *Unscheduled Council Meeting* on 21 July 2021.
4. Council will receive the verbal and written submissions in response to the Draft Council Plan 2021-2025 and consider these submissions prior to the Council meeting to be held on 25 August 2021 where it will be recommended that the Draft Council Plan 2021-2025, including any revisions, be adopted.

KEY MATTERS

5. Council placed the Draft Council Plan 2021-2025 on Council's engagement platform 'mySay' and advertised that it had done so. Copies of the Draft Council Plan 2021-2025 were also available from Council's Customer Service offices at the Phoenix Building and Town Hall. Advertisements were placed in the Times News Group and The Courier seeking community submissions and inviting the public to speak to submissions at this *Unscheduled Council Meeting*.

6. Seven submissions were received with two submissions advising that they wished to be heard in support of their submission.
7. The submissions received are presented in a summary form as an attachment to this report. Full copies of all submissions have been provided to Councillors in the Confidential attachment.

OFFICER RECOMMENDATION

8. That Council:

8.1 Receive and consider verbal and written submissions relating to the Draft Council Plan 2021-2025;

8.2 Note that the development of the Draft Council Plan 2021-2025 has complied with section 90 of the *Local Government Act 2020* in respect to hearing verbal presentations in support of written submissions as requested by respondents.

ATTACHMENTS

1. Governance Review [4.1.1 - 2 pages]
2. Council Plan Submissions [4.1.2 - 1 page]
3. DRAFT Council Plan 2021–2025 [4.1.3 - 76 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Draft Council Plan 2021-2025 is Council's medium-term four year plan to deliver upon the Community Vision 2021-2031

COMMUNITY IMPACT

2. The report is allowing community members to make submissions on the Draft Council Plan 2021-2025 which will be taken into consideration when adopting the Council Plan 2021-2025.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Climate emergency and environmental sustainability are key components of the Draft Council Plan 2021-2025 through Goal 1: An environmentally sustainable future.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. Economic sustainability is a key component of the Draft Council Plan 2021-2025 through Goal 5: A strong and innovative economy and city

FINANCIAL IMPLICATIONS

5. The Council Plan 2021-2025 outlines Council's strategic objectives for the next four years. This will impact future Budgets and Financial Plans to ensure delivery against the Council Plan 2021-2025.

LEGAL AND RISK CONSIDERATIONS

6. The Local Government Act 2020 section 90 (1) requires Councils to prepare and adopt a Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices.

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 Draft Council Plan 2021-2025 was developed following the Ballarat: Our Future community engagement process
9. Council placed the Draft Council Plan 2021-2025 on Council's engagement platform 'mySay' and advertised that it had done so. Copies of the Draft Council Plan 2021-2025 were also available from Council's Customer Service offices at the Phoenix Building and Town Hall. Advertisements were placed in the Times News Group and The Courier seeking community submissions and inviting the public to speak to submissions at this Unscheduled Council Meeting

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

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Summary of verbal submissions pertaining to the Draft Council Plan 2021-2025

	Submitter	Summary of Submission
1	Andrew Netherway	Requesting Council change tree planting program in Brown Hill
2	Lynne Reeder on behalf of Compassionate Ballarat	Detailed response in relation to Goal 2 – A healthy, connected and inclusive community

Draft Council Plan 2021-2025 Written Submissions

3	Consideration of further specific planning elements in Buninyong and Mt Helen
4	Environment and implementation of township plans
5	Consideration of further acknowledgement of the protection of our built heritage
6	Acknowledgement and further consideration of environmental and climate initiatives throughout the plan
7	Detailed submission for further consideration

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CITY OF BALLARAT
**Draft Council Plan
2021–2025**





City of Ballarat - 2021 Council Plan 2021 - 2025

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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.

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This is the community's vision for Ballarat.

Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community

In 2031, our city is a leader in sustainable living with ecologically-sound neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip.

We have easy access to parks and gardens, community facilities and education for all ages. Our health and community services respond to community need.

Everyone is valued and welcomed in our city. We celebrate our diversity and everyone in our community is able to participate fully in life.

We approach challenges and opportunities with a creative and innovative approach to get the best result for our people.

Our people work locally in the diverse range of industries that make up our solid local economy.

We embrace our rich heritage. We continue to preserve our links to the gold rush era and recognise and celebrate our long Aboriginal history and the breadth of our cultural heritage.

We balance the need to conserve our historical places and spaces with the need and desire to progress as a modern regional city.

Ballarat Council



Pictured from left to right: Cr Mark Harris, Cr Samantha McIntosh, Cr Des Hudson, Cr Belinda Coates, Mayor Cr Daniel Moloney, Cr Peter Eddy, Chief Executive Officer Evan King, Cr Tracey Hargreaves and Cr Ben Taylor in the Trench Room at Ballarat Town Hall. Absent, pictured below left: Deputy Mayor Cr Amy Johnson.

“We are committed to the principles of good governance, to working together in the best interests of the people within our municipality, and to discharging our responsibilities to the best of our skill and judgment.”

City of Ballarat Councillors' opening declaration, recited by all Councillors at the beginning of each meeting of Council.

Ballarat is represented by nine Councillors who were elected for a four-year term, In November 2021, Cr Daniel Moloney was elected Mayor and Cr Amy Johnson was elected Deputy Mayor for a one-year term.

CENTRAL WARD	NORTH WARD	SOUTH WARD
Cr Belinda Coates	Cr Peter Eddy	Cr Tracey Hargreaves
Cr Mark Harris	Deputy Mayor, Cr Amy Johnson	Cr Des Hudson
Cr Samantha McIntosh	Mayor, Cr Daniel Moloney	Cr Ben Taylor

The role and responsibilities of local government

Australia has three levels of government that work together to provide Australians with the services they need. While each level of government provides different services, sometimes these services overlap.

All levels of government raise money through collecting taxes to pay for the services they provide to all Australians. At each level of government, representatives are elected to represent their respective communities. Parliaments and local councils make laws, and governments put these laws into action.

> Three levels of Government in Australia



FEDERAL GOVERNMENT	STATE/TERRITORY GOVERNMENTS	LOCAL COUNCILS
Responsible for issues that affect all Australians (national issues)	Responsible for issues that affect people in that state or territory	Responsible for issues that affect local communities
<ul style="list-style-type: none"> • Post, telephones and the internet • Money • Immigration • Defence 	<ul style="list-style-type: none"> • Public transport • Schools • Hospitals • Public housing 	<ul style="list-style-type: none"> • Rubbish collection and recycling • Community infrastructure such as parks and sporting fields • Regulatory services such as parking and pet control • Land use planning
The federal government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters.	State/territory governments raise money from taxes and also receive money from the federal government.	Local councils raise money from taxes (rates) from all local property owners and receive grants from federal and state /territory governments.

Source: Parliamentary Education Office

To learn more visit www.peo.gov.au




: The rich farmland and rugged bush of the central highlands viewed from Mount Buninyong

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Message from the Mayor of Ballarat



This Council Plan captures our community's vision and priorities that have come from the extensive *Ballarat: Our Future* community engagement conducted in the first half of 2021. This included our first deliberative engagement process, where 50 residents – randomly selected to represent diversity across our municipality – participated in a community panel to help define Ballarat's future vision.

Our new *Community Vision 2021–2031* articulates your aspirations for the kind of city you want Ballarat to be and informs our strategic direction and planning.

This plan outlines our roadmap for delivering this vision over the next four years. It states very clearly what Council will do to help our community grow and prosper, with a special focus on COVID-19 recovery, while being realistic about what we can deliver.

This Council is focused on providing leadership, practising good governance and advocating for our community. We are committed to making informed decisions based on the best available evidence and community engagement that ensures our community's voice is considered in all of Council's decision-making.

In 2018, Council acknowledged the climate emergency and the need for urgent action by all levels of government, and in March 2021 Council supported an 'in principle' aspirational community-wide target of zero emissions by 2030.

In recognition of the importance of our rich cultural heritage and the critical part it plays in our identity as a city, we will work to ensure it is recognised, respected and celebrated while balancing the need to conserve our historical assets with the need and desire to progress as a modern regional city.

We sincerely thank every individual and group who provided input into this process – your participation reflects an engaged and empowered community. On behalf of my fellow Councillors, I give you our commitment to work alongside you over the next four years to deliver this Council Plan.

A handwritten signature in black ink, appearing to read 'Daniel Moloney'. The signature is fluid and cursive, written over a large, faint, light pink watermark that says 'DRAFT' diagonally across the page.

Cr Daniel Moloney
Mayor, City of Ballarat

Message from the Chief Executive Officer



The *Ballarat Our Future* community engagement process has delivered a clear message from our community about what your priorities are for our city. This Council Plan identifies the key areas where Council will focus its efforts over the next four years to address these priorities.

As the stewards of \$2 billion in community assets, we will continue to invest in our natural and built assets to ensure they continue to be fit-for-purpose and deliver benefits for all residents, and we will increase the amount of funding required annually to reduce the asset renewal gap.

We are committed to leading the way in environmental sustainability, continuously seeking ways to actively reduce our impact and continuing our work towards a circular economy. As part of this, our focus will be on finding better ways to deal with our waste, including sorting our recycling into usable components to attract industry.

So that everyone can share in the benefits of growth, we will ensure investment is targeted in the areas of greatest need across the municipality. We will work to ensure every resident feels welcome and safe, is able to participate fully in life, and has access to better social, economic and health and wellbeing outcomes, and will take tangible steps to genuinely walk together towards reconciliation.


We will foster sustainable growth with a focus on long-term infrastructure planning and sustainable design to ensure a well-planned, connected and accessible city.

We will embrace innovation, approaching challenges and opportunities with a creative mindset to help us identify solutions that will give us the best economic and social outcomes for our community.

As an organisation we will be focused on transparency. We will be driven by data and community engagement to support Council's decision-making and will deliver transparent reporting on our Council Plan progress, our capital works and our budget. We will be undertaking a program of organisational cultural change to ensure our 1,000 plus workforce can effectively deliver the services, infrastructure and amenity that meet the needs and expectations of our whole community.

Evan King
Chief Executive Officer

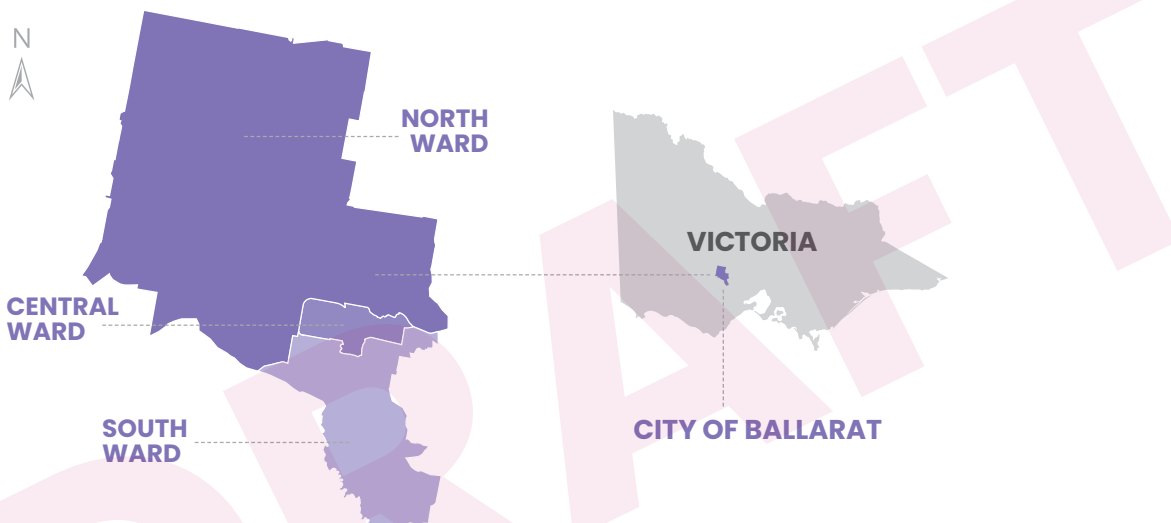


: The intersection of the Glenelg Highway, Wiltshire Lane and Cherry Flat Road, Smythes Creek, looking east towards Mount Warrenheip

A snapshot of Ballarat

> Ballarat or Ballaarat (Historical Spelling) 740km² and the 3rd largest City in Victoria

'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place': from two aboriginal words signifying a camping or resting place.



113,725

Population in 2021

Source: forecast.id



19%

Population growth 2010–2019

Source: forecast.id



144,108

Population forecast for 2021–2036 a growth of 26.72%

Source: forecast.id



9.5%

Population were born overseas

Source: profile.id



Our top industries

- Health care and social assistance
- Professional, Scientific and technical services
- Education and training
- Construction
- Manufacturing



1.4%

Population identify as Aboriginal or Torres Strait Islander

Source: profile.id



9,156

Businesses

Source: Australian Bureau of Statistics



48,443

Jobs

Source: remplan



\$7.129B

Gross Regional Product

Source: remplan

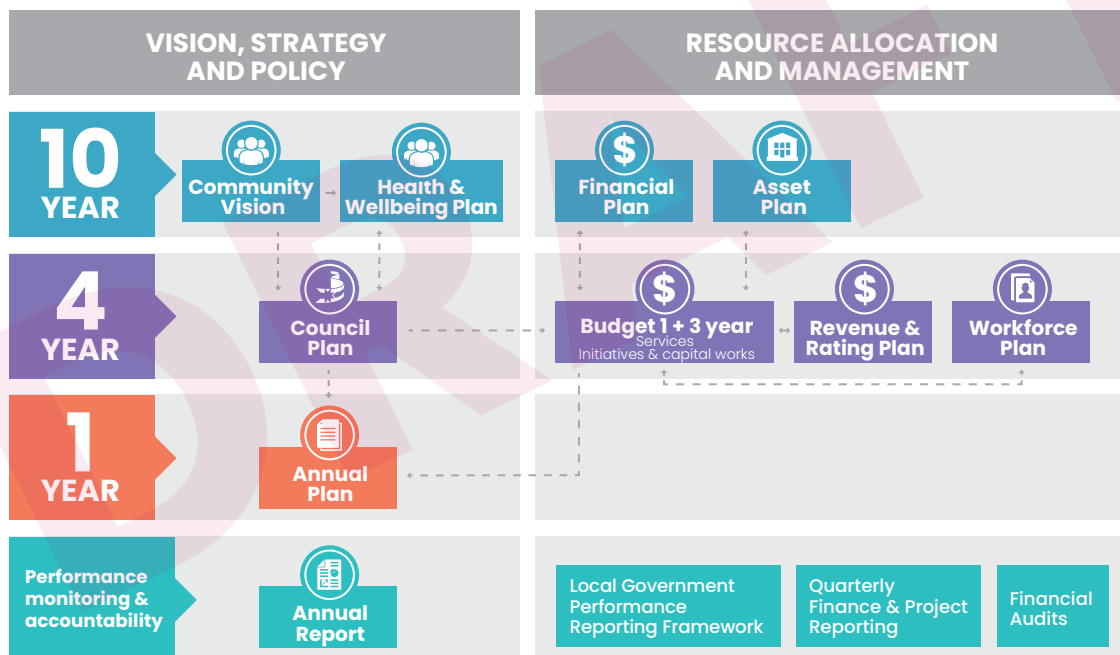
Purpose

The *Local Government Act 2020* requires each Council to prepare a Council Plan for a period of at least four financial years following a general election.

The *Council Plan 2021–2025* outlines our strategic direction for the next four years and details the strategic objectives, initiatives and priorities – as well as the indicators for measuring progress – that will focus our work to ensure we deliver on our *Community Vision 2021–2031*.

The *Council Plan 2021–2025* is a key part of the City of Ballarat’s integrated strategic planning framework as set out below.

> City of Ballarat integrated strategic planning framework



This *Council Plan 2021–2025* captures our community’s vision and priorities that came out of the extensive *Ballarat Our Future* community engagement process and Council’s first deliberative engagement process that involved 50 residents representing the broad diversity of our community.

It has been developed in line with the strategic planning principles within the *Local Government Act 2020* and will be constantly monitored, reviewed, and continuously improved to ensure we continue to respond to and meet our community’s changing needs.

> Annual Plan

In addition to this *Council Plan 2021–2025*, Council will also develop an annual plan which will detail the initiatives, services, infrastructure and amenity – informed by community engagement and funded through the annual budget process – that we will deliver in each financial year.

Aligning with the Sustainable Development Goals

[The 2030 Agenda for Sustainable Development](#), adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.

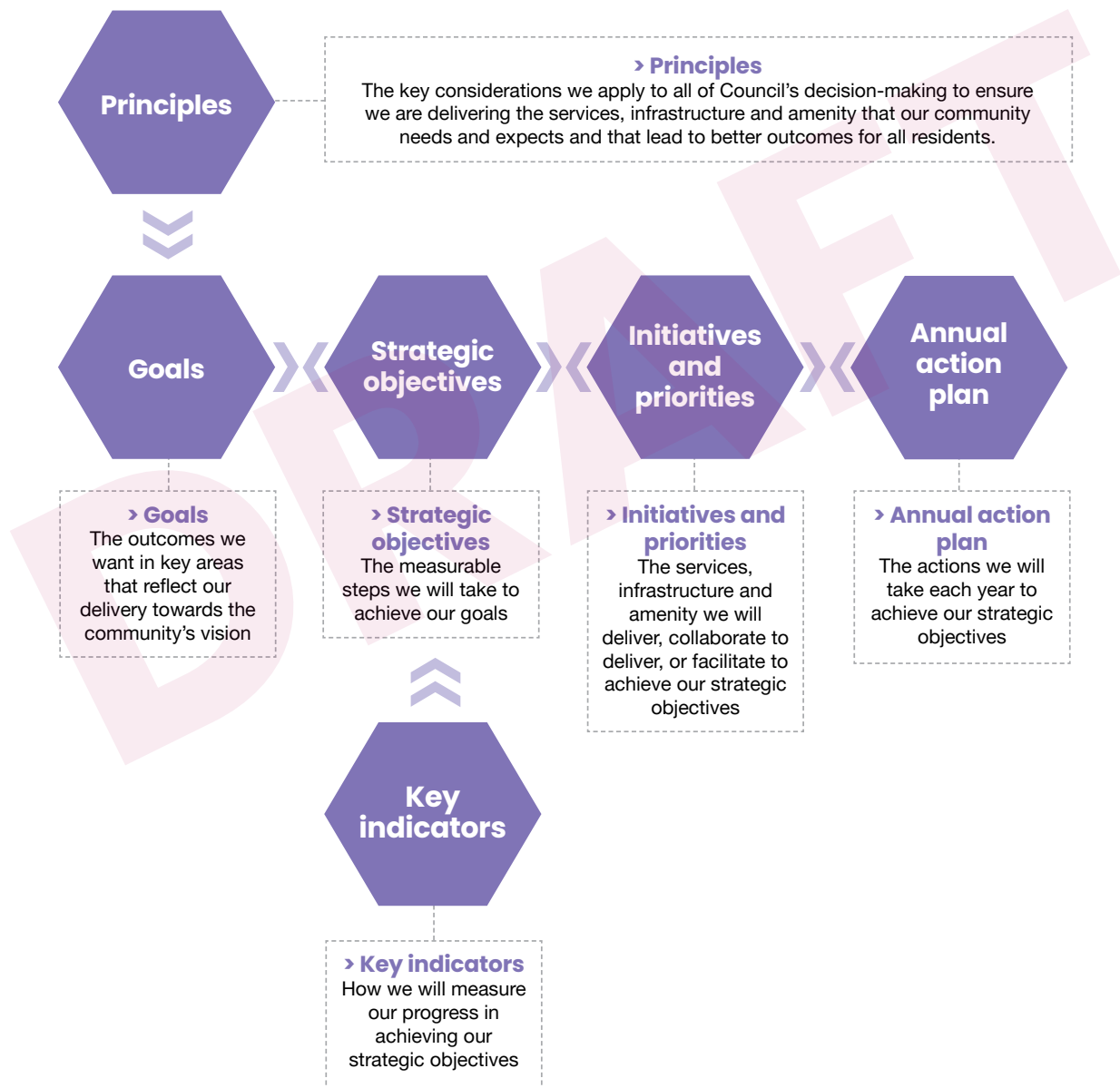
At its heart are the [17 Sustainable Development Goals \(SDGs\)](#), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change.

The City of Ballarat recognises the importance of the realisation of these goals and will use the goals as a reference for future planning.

> We invite all stakeholders within the Ballarat community to partner and contribute to the realisation of these goals.

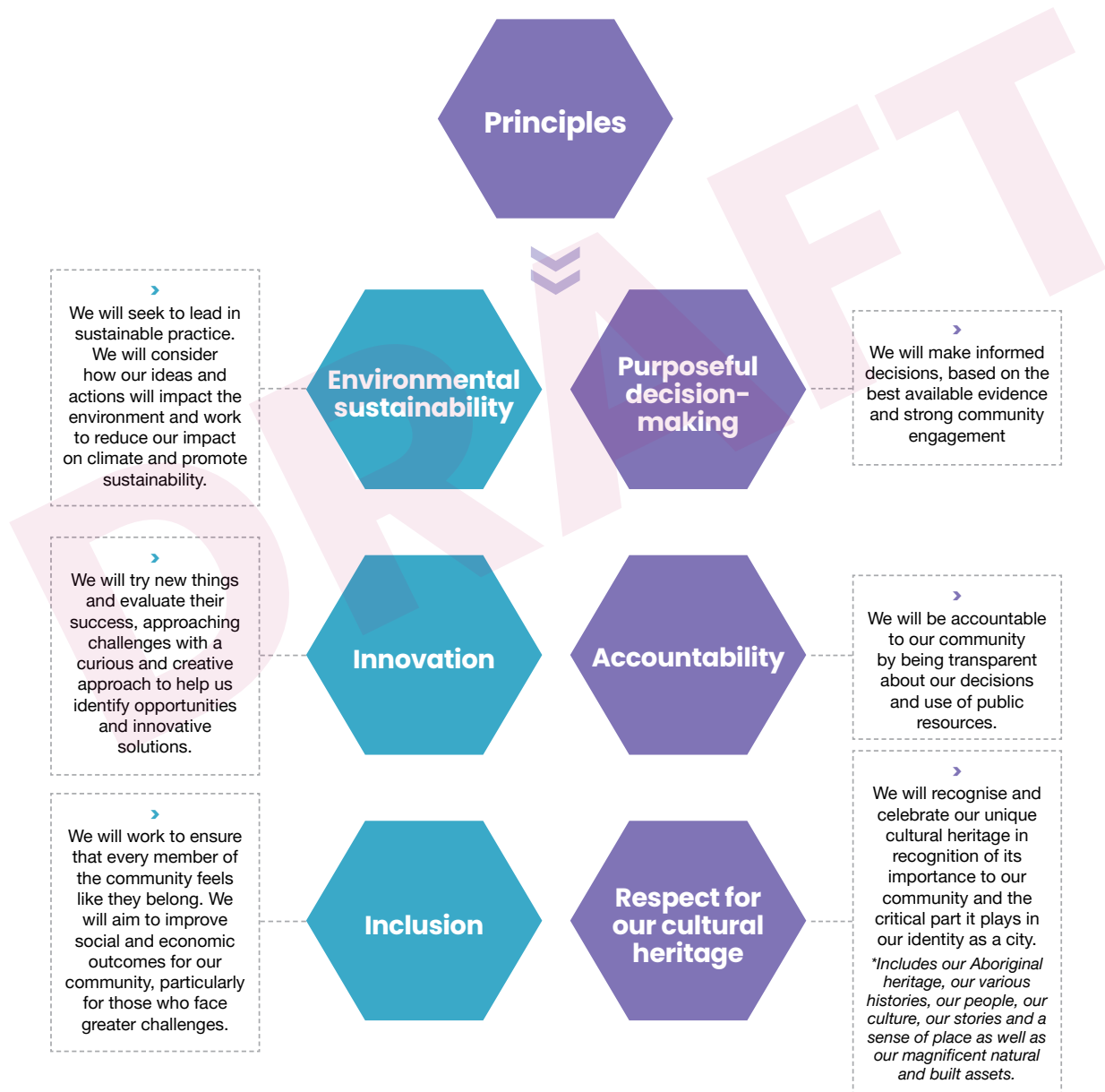


The structure of this Council Plan



Council's principles

The key considerations we apply to all of Council's decision-making to ensure we are delivering the services, infrastructure and amenity that our community needs and expects and that lead to better outcomes for all residents.



Goals 2021–2025



GOALS	
1. An environmentally sustainable future	4. A city that conserves and enhances our natural and built assets
2. A healthy, connected and inclusive community	5. A strong and innovative economy and city
3. A city that fosters sustainable growth	6. A Council that provides leadership and advocates for its community



Council's role

To achieve our strategic objectives in Goals 1–5, Council:

> **Delivers**

By leading and mostly funding the delivery of initiatives and priorities

> **Forms partnerships and collaborates**


By partnering with key stakeholders in Ballarat such as member groups and community groups to deliver initiatives and priorities

> **Facilitates**

By assisting others to lead delivery, bringing interested parties together and advocating and promoting our community's best interest and priorities to other levels of government and decision makers



City of Ballarat > Draft Council Plan 2021-2025

 Walking and riding along the Wallaby Track

Goal 1: An environmentally sustainable future



> **Environmental sustainability, the ability to strike the balance between using resources while preserving the health of the environment and seeking to leave it in better condition than it was found.**

The health of our natural environment is vital in supporting our community's health and wellbeing, with climate change described by the World Health Organisation as the greatest threat to global health in the 21st century.

The City of Ballarat plays a key leadership role in ensuring our valued natural assets are well maintained and accessible and our biodiversity is retained and enhanced. We cannot achieve this alone, and will continue to engage the passion, skills and knowledge of our community, partners and stakeholders, working together as stewards of our natural environment. In 2018 Council acknowledged the climate emergency and the need for urgent action by all levels of government, including local councils.

As part of our work in improving resource efficiency across our municipality, our focus on reducing waste going to landfill and creating a circular economy will not only benefit the environment, but also generate new jobs and positive social outcomes through opportunities in education, research and development, and innovation.

As one of the highest water consumers in the region, we are focused on reducing our potable water consumption and increasing the use of recycled water through collaborative partnerships. We will continue to encourage and support our community to play a role in conserving this precious resource.

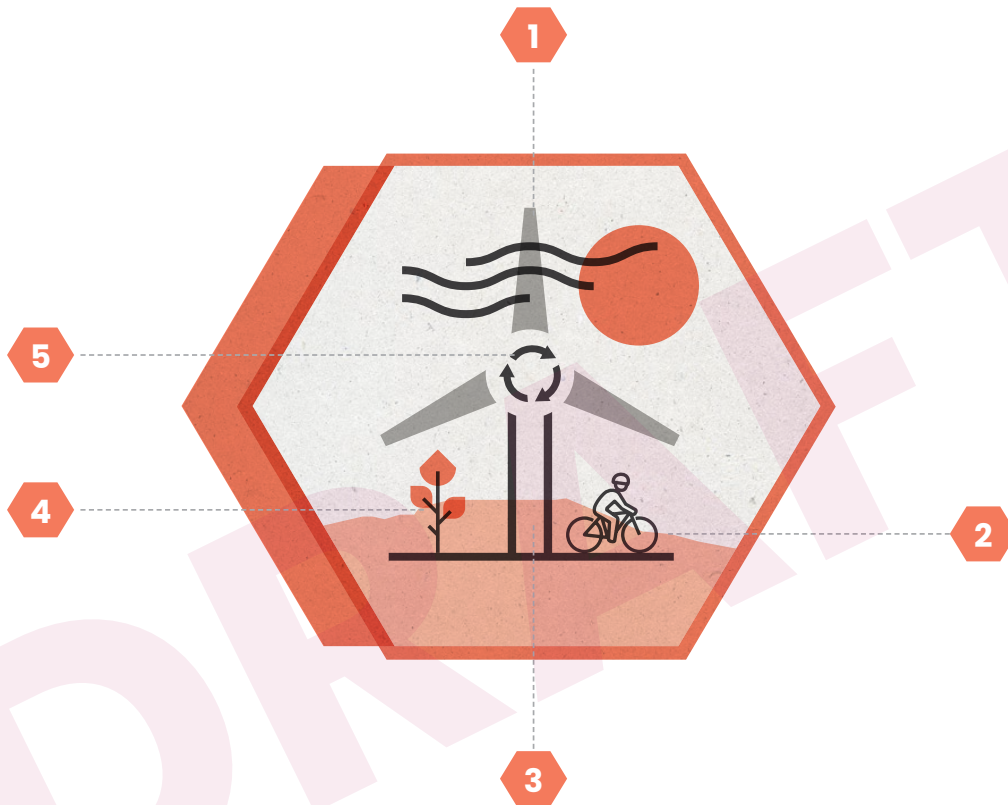
We are delivering initiatives designed to encourage and support our community to move away from car travel to active transport – cycling and walking and public transport. This will not only reduce carbon emissions, but also support our community's physical wellbeing.

As part of our ongoing commitment to mitigating climate change, our focus is on working towards carbon neutrality by continuing to invest in key initiatives to reduce carbon emissions and working alongside our community to deliver upon our community Net Zero emission target.

The impacts of climate change are being felt, with more frequent bushfires and more extreme weather events. We continue to collaborate with government agencies and stakeholders to strengthen our community's resilience.



Visually representing some of our strategic objectives



AN ENVIRONMENTALLY SUSTAINABLE FUTURE	
<p>1. Renewable energy The images of a wind turbine and sun represents renewable energy.</p>	<p>4. Urban forestry The growing tree represents our urban forest.</p>
<p>2. Active transport The cyclist on a bike path depicts active transport options.</p>	<p>5. Recycling and circular economy Arrows in a circle represent recycling and the re-use of resources in a circular economy.</p>
<p>3. Ballarat’s natural assets and resources Mount Buninyong. Mount Bonan Yowing, which is said to derive from an Aboriginal word meaning ‘a man lying on his back with his knee raised’</p>	

Our strategic objectives

- 1.1** Transition towards zero emissions
- 1.2** Transition towards zero waste
- 1.3** Support communities to be adaptive and resilient to a changing climate
- 1.4** Provide lower carbon transport options
- 1.5** Improve stewardship of our natural resources and protection and enhancement of our biodiversity
- 1.6** Adopt more sustainable practices in our core business and operations

DRAFT

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none"> • Initiatives and priorities from our <i>Carbon Neutrality Plan</i> to improve sustainability practices in City of Ballarat's core business and operations
<ul style="list-style-type: none"> • Waste services aligned to Recycling Victoria's policy and our <i>Kerbside Transition Plan</i>
<ul style="list-style-type: none"> • Continuous improvement in our landfill management practices
<ul style="list-style-type: none"> • A gap analysis of best practice climate adaptation initiatives with key recommendations embedded into City of Ballarat plans and work practices
<ul style="list-style-type: none"> • Increased tree canopy cover, improved tree management and replacement planning to ensure ongoing and perpetual tree canopy health
<ul style="list-style-type: none"> • A capital program focused on seamlessly connecting paths and trails across the municipality to remove barriers to active transport
<ul style="list-style-type: none"> • Priority capital projects for active transport infrastructure from the <i>Ballarat Cycling Action Plan</i> and <i>Integrated Transport Strategy</i>
<ul style="list-style-type: none"> • A new strategic policy that lists our natural assets, guides improved management of biodiversity, open space, natural resources and the natural environment across the municipality, and provides for improved connections for people and wildlife
<ul style="list-style-type: none"> • A review of business practices to better consider the real environmental costs when evaluating projects, contracts and services
<ul style="list-style-type: none"> • An environmental management system for managing environmental risk and ensuring compliance across all City of Ballarat operations
<ul style="list-style-type: none"> • A review of business practices to better consider the whole-of-life cycle in City of Ballarat resource and project planning
<ul style="list-style-type: none"> • Increased focus on design, the use of alternative materials and technology innovation to ensure infrastructure is more sustainable

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...
<ul style="list-style-type: none"> • Enhance our community’s knowledge relating to local climate impacts and individual climate mitigation actions
<ul style="list-style-type: none"> • Reduce litter and rubbish dumping
<ul style="list-style-type: none"> • Implement priorities from Ballarat’s <i>Integrated Water Management Plan</i>
<ul style="list-style-type: none"> • Progress a circular economy precinct of regional significance
<ul style="list-style-type: none"> • Support community-driven sustainability initiatives
<ul style="list-style-type: none"> • Support the implementation of actions in the draft <i>Grampians Region Climate Adaptation Strategy</i>
<ul style="list-style-type: none"> • Report on the state of the environment across the municipality
<ul style="list-style-type: none"> • Identify and deliver shared natural resources stewardship outcomes with the community
<ul style="list-style-type: none"> • Priorities from the <i>Domestic Wastewater Management Plan</i>
WE WILL FACILITATE...
<ul style="list-style-type: none"> • A community-driven net zero emissions plan for transition to a carbon neutral municipality, with an interim target set to 2030
<ul style="list-style-type: none"> • The implementation of the <i>Grampians Regional Roadmap to Net Zero Emissions</i> to support the escalation of renewables generation and grid stability in western Victoria
<ul style="list-style-type: none"> • The reduction of waste generated by the community and businesses and the reduction in contamination levels in waste and recycling streams
<ul style="list-style-type: none"> • The readiness of communities for climate-related weather events and natural disasters
<ul style="list-style-type: none"> • The implementation of Victorian Government-controlled priorities in the <i>Ballarat Integrated Transport Action Plan</i>, including major reforms in public transport and accessibility and major upgrades to transport hubs
<ul style="list-style-type: none"> • Active transport education with key community stakeholders such as education providers
<ul style="list-style-type: none"> • The roll-out of commercially-operated transport options such as bike share models to provide more convenience for moving across the city



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the number of trees in the City of Ballarat asset management system**
- › **A decrease in corporate emissions**
- › **An increase in behind the meter renewables***
- › **An increase in the number of green spaces**


Community indicators:

- › **A decrease in municipal emissions**
- › **An increase in diversion rate of kerbside waste**
› *Local Government Performance Reporting Framework*
- › **A decrease in waste consumption per capita**
- › **An increase in usage of key active transport trails**

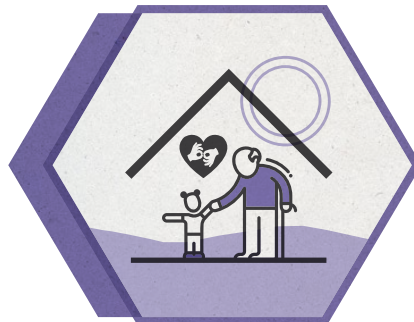
** behind the meter renewables are energy sources that we utilise on our own facilities to reduce our purchase of electricity*

DRAFT



 Learning together at the City of Ballarat Libraries Ballarat branch

Goal 2: A healthy, connected and inclusive community



> A healthy community is one where every member enjoys good physical and mental health, feels safe, enjoys connection with others and has access to excellent health and leisure facilities and services.

It is one that nurtures its children and young people, seniors, values and supports those who are vulnerable, and celebrates its diversity. It is one that embraces learning for all ages, supports every person to be engaged in meaningful work – whether paid or unpaid – and values its volunteers.

The City of Ballarat plays a key role in creating a healthy community for the residents of Ballarat. Together with our community partners, we work to support our community to meet the needs of our growing and changing community and achieve better health and wellbeing outcomes for every resident.

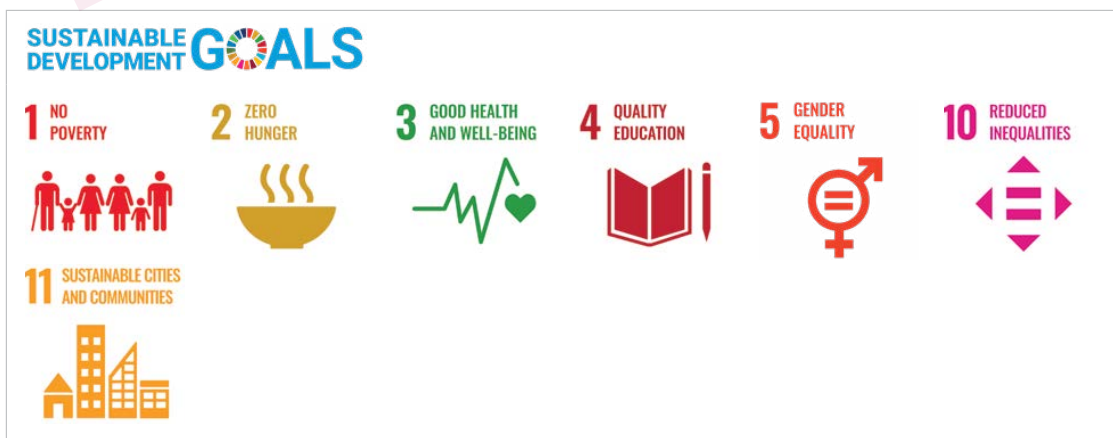
We plan, deliver and maintain inclusive and accessible community infrastructure and public open spaces to enable the provision of high quality services and activities, to encourage active and creative lifestyles, and to increase opportunities for social connection.

We will deliver initiatives to encourage our community to use walking and cycling paths more often and feel safe to do so. We will deliver initiatives designed to ensure our community is resilient in times of climate-induced emergencies, has good access to public transport, diverse and affordable housing and healthy affordable systems.

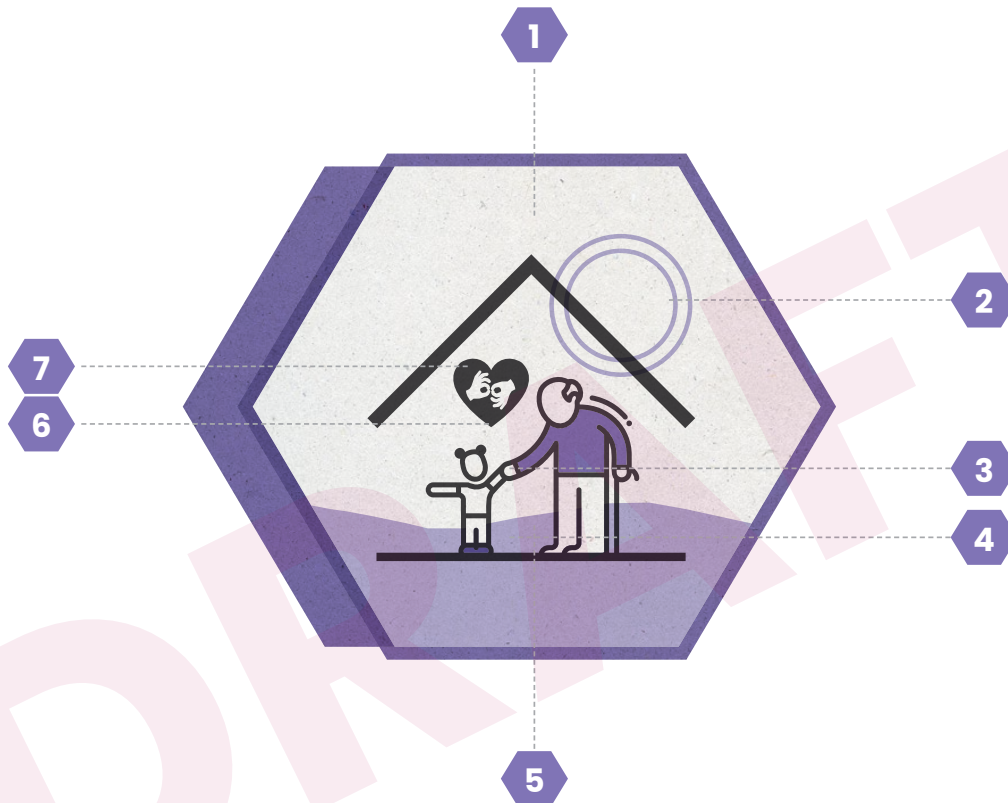
As a community we must recognise and address challenges that impact our health and wellbeing, and use our vast strengths and resources within our community to meet these challenges. We will continue to play a leadership role in working to prevent violence, promote inclusion and celebrate diversity, prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples, increase active living and healthy eating, improve mental wellbeing, and tackle climate change and its impact on health.

Working closely with our key partners and stakeholders, we will continue to monitor and act to ensure more equitable outcomes for our vulnerable communities. We will also work with partners and stakeholders to ensure increased access to and participation in health and social services for all.

> As part of the City of Ballarat’s integrated strategic planning approach, this goal is closely aligned with the City of Ballarat’s *Health and Wellbeing Plan 2021-2031*.



Visually representing some of our strategic objectives



A HEALTHY, CONNECTED AND INCLUSIVE COMMUNITY	
<p>1. Affordable housing <i>The shelter of a roof over people of different ages and backgrounds represents the need for affordable housing in our community</i></p>	<p>5. Skyline of Lal Lal Falls ('dashing water') <i>One of Victoria's most significant Aboriginal cultural sites. Believed to be the earthly home of Bunjil, the All Father or Creator to most Victorian Aboriginal tribes</i></p>
<p>2. Prioritising reconciliation <i>Set of circles representing Aboriginal symbol for community and meeting place</i></p>	<p>6. Creating an accessible community <i>Represented by the Auslan symbol</i></p>
<p>3. Social cohesion, connection and partnering <i>Represented by the adult and young child holding hands</i></p>	<p>7. A compassionate city <i>Represented by a heart</i></p>
<p>4. Community <i>All ages and abilities</i></p>	



Our strategic objectives

- 2.1** Provide a socially equitable response to municipal growth and change
- 2.2** Enhance social cohesion, address social isolation and loneliness and support our vulnerable communities
- 2.3** Support and improve community learning, health and wellbeing
- 2.4** Enhance a sense of pride and belonging for all residents
- 2.5** Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples
- 2.6** Provide opportunities for children, young people and families
- 2.7** Support our ageing community
- 2.8** Enhance Ballarat as a diverse, inclusive and compassionate community
- 2.9** Prepare proactively for emergencies and natural disasters

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none"> • An evidence-based <i>Community Infrastructure Plan</i>
<ul style="list-style-type: none"> • The maintenance of City of Ballarat-owned reserves to ensure our municipality is fire ready
<ul style="list-style-type: none"> • Emergency management initiatives to support community resilience
<ul style="list-style-type: none"> • Inclusive and accessible infrastructure, services, information, events, activities, programs and initiatives to meet the needs of all community members and celebrate our diversity
<ul style="list-style-type: none"> • Education and training programs in key areas such as digital literacy to address the digital divide
<ul style="list-style-type: none"> • Services and programs through the <i>Ballarat Aquatic and Lifestyle Centre</i> to support active lifestyles, recreation and social connections
<ul style="list-style-type: none"> • Prioritised initiatives from our <i>Health and Wellbeing Plan 2021–2031</i>
<ul style="list-style-type: none"> • More quality spaces and infrastructure to support active lifestyles, recreation and social connections
<ul style="list-style-type: none"> • Initiatives and priorities from our <i>Public Art Program</i>
<ul style="list-style-type: none"> • Initiatives and priorities from our <i>Precinct Master Plans</i> to create healthy and safe spaces that are conducive to healthy living and provide green shady spaces for activation, movement and mental wellbeing
<ul style="list-style-type: none"> • Initiatives and priorities from our <i>Reconciliation Action Plan</i>
<ul style="list-style-type: none"> • Initiatives and priorities from key plans such as our <i>Municipal Early Years Plan, Youth Strategy and Libraries and Learning Strategy</i>
<ul style="list-style-type: none"> • Develop and implement priorities from a new <i>Intercultural City Strategic Plan</i>
<ul style="list-style-type: none"> • Initiatives and priorities from our <i>Active Ballarat Action Plan</i>
<ul style="list-style-type: none"> • The communication of information in different languages to meet the needs of our changing community
<ul style="list-style-type: none"> • The formalisation of flooding protections in the <i>Ballarat Planning Scheme</i>
<ul style="list-style-type: none"> • Develop and deliver an <i>Ageing Well Strategy</i>
<ul style="list-style-type: none"> • Priorities from the <i>Food Strategy 2019–2022</i>
<ul style="list-style-type: none"> • Community engagement processes that ensure that community members are informed and involved in decision making that affects them

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...
<ul style="list-style-type: none"> • Address local factors that contribute to the vulnerability of residents
<ul style="list-style-type: none"> • Deliver activities, events and information that support our community working with other levels of government and community groups
<ul style="list-style-type: none"> • Educate community groups, particularly those with access to City of Ballarat facilities, on their role in helping our vulnerable communities
<ul style="list-style-type: none"> • Ensure the voices of Aboriginal and Torres Strait Islander Peoples are heard in community engagement and Council’s decision-making processes
<ul style="list-style-type: none"> • Embed connection to Country in the planning for new community projects, facilities and spaces
<ul style="list-style-type: none"> • Work towards World Health Organisation Age Friendly Cities and Communities accreditation
<ul style="list-style-type: none"> • Deliver our <i>Intercultural Ambassador Program</i>
<ul style="list-style-type: none"> • Implement initiatives and priorities from our <i>Municipal Emergency Management Plan</i>
WE WILL FACILITATE...
<ul style="list-style-type: none"> • The development and delivery of advocacy programs on behalf of our whole community
<ul style="list-style-type: none"> • Increased investment in new social and affordable housing, actively advocating in collaboration with <i>Homes Victoria</i>, housing providers and the development community



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **100 per cent of staff to have participated in cultural awareness training**
- › **An increase in participation in library learning programs**
- › **An increase in the percentage of the population that are active library borrowers**
 - › Local Government Performance Reporting Framework
- › **100 per cent of required food safety assessments undertaken**
 - › Local Government Performance Reporting Framework
- › **An increase in the percentage of children enrolled who participate in the Maternal and Child Health service**
 - › Local Government Performance Reporting Framework

Community indicators:

- › **An increase in community satisfaction with community consultation and engagement**
 - › Local Government Performance Reporting Framework
- › **An increase in community perception of Ballarat being a safe place to live**
 - Source: Community Satisfaction Survey

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 New parkland and homes at Winter Valley on the Ballarat's growing western edge

Goal 3: A city that fosters sustainable growth



> Attracted to our beautiful city and region and outstanding lifestyle, people are moving to Ballarat in record numbers, leading to a once-in-a-generation phase of growth and change.

This is being accelerated by COVID-19 and the growing understanding that you can live in a regional area and still have access to jobs, business opportunities and the services you need and want.

The City of Ballarat plays a key role in leading the response to this growth and change to ensure the focus is on forward planning to achieve the future this community aspires to. While a growing population brings increased pressure on our city’s infrastructure, services and character, it also offers opportunities to leverage the benefits of growth for future generations by investing in building on what makes Ballarat special while aspiring to a more sustainable future.

Over the next four years, the City of Ballarat will be focused on delivering initiatives to ensure all residents have access to quality housing in quality neighbourhoods serviced with health, education, employment and other essential services that meet the needs and expectations of our whole community.

Green spaces are a vital part of what makes Ballarat great. We will continue to invest in key open spaces to deliver better quality places for people to sit, play, interact and enjoy the natural environment.

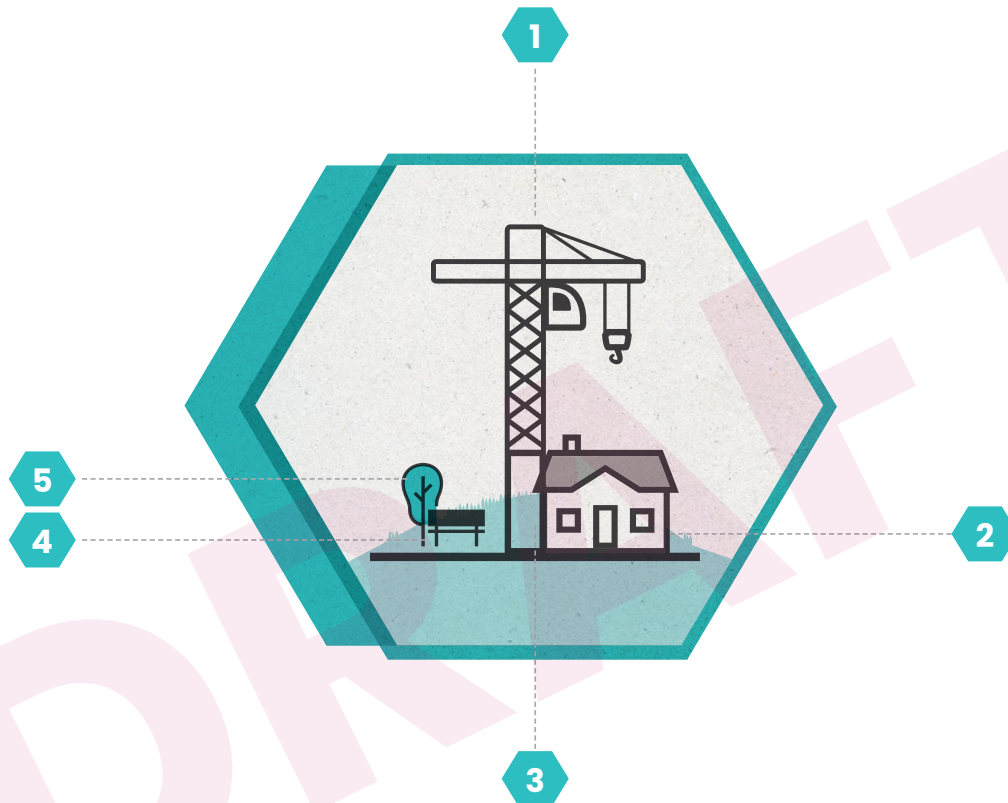
We will focus on ensuring growth in the CBD contributes to a vibrant and thriving heart in our city. We will also focus on ensuring further investment in key brownfield development sites, more balance between the growth of new suburbs and sympathetic growth in established areas, and establish planning controls for new suburbs on the edge of Ballarat.

We expect developments across the municipality to deliver high quality design, create healthy, safe, accessible, environmentally sustainable and people-friendly environments, and ensure our city’s distinctive built heritage and character are respected and enhanced.

SUSTAINABLE DEVELOPMENT GOALS

<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 
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Visually representing some of our strategic objectives



A CITY THAT FOSTERS SUSTAINABLE GROWTH	
<p>1. City growth <i>The crane represents the development of new growth areas</i></p>	<p>4. Creating green spaces <i>The tree and bench represent a place to sit, play, interact and enjoy the natural landscape</i></p>
<p>2. Housing strategy <i>The home symbolises residential areas and neighbourhoods</i></p>	<p>5. Maintain and protect our open spaces and natural assets <i>The tree and bench also represent the open spaces and natural assets the Ballarat region is known for</i></p>
<p>3. Mount Warrenheip <i>Wathawarrung: Warrenggeep -meaning “emu’s feathers” in reference to the resemblance of the fern like vegetation coverage which once covered it</i></p>	



Our strategic objectives

- 3.1** Ensure housing supply, diversity and affordability meets the needs of our growing and changing community
- 3.2** Facilitate opportunities for appropriate infill residential development within the CBD
- 3.3** Ensure urban growth planning delivers high quality communities
- 3.4** Ensure environmental sustainability outcomes are embedded in new developments
- 3.5** Ensure better quality sustainable design outcomes in both City of Ballarat and private developments
- 3.6** Unlock potential in major brownfield* redevelopment sites
- 3.7** Create great precincts and places for people

** brownfield land is any previously developed land that is not currently in use and could be redeveloped*

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none"> • A forward-looking <i>Housing Strategy</i> to guide planning that meets future community needs
<ul style="list-style-type: none"> • More transparent reporting on rates and patterns of growth and development to meet community expectations
<ul style="list-style-type: none"> • Planning reforms and programs to facilitate infill development
<ul style="list-style-type: none"> • <i>Precinct Structure Plans</i> for new growth areas
<ul style="list-style-type: none"> • A review of environmentally focused planning controls in the <i>Ballarat Planning Scheme</i>
<ul style="list-style-type: none"> • An <i>Urban Design Framework</i> for the Ballarat CBD
<ul style="list-style-type: none"> • An <i>Employment Land Strategy</i> to guide long-term land use planning for jobs, industrial and commercial developments
<ul style="list-style-type: none"> • A review of built heritage controls to assess their capacity to manage the pressures of change
<ul style="list-style-type: none"> • A review of the <i>Ballarat Open Space Strategy</i>, including levels of service and provision
<ul style="list-style-type: none"> • More transparent reporting on outcomes from investment in open space and natural assets to meet community expectations

City of Ballarat's role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...
<ul style="list-style-type: none"> • Achieve best practice design in private investments in new growth areas to deliver community benefit
<ul style="list-style-type: none"> • Reduce potential environmental and health risks associated with contaminated land
<ul style="list-style-type: none"> • Progress stronger environmentally sustainable development controls into the <i>Victorian Planning Scheme</i>
<ul style="list-style-type: none"> • Progress Ballarat as a design-led city, including the development of a design charter
<ul style="list-style-type: none"> • Facilitate future planning for opportunities related to the <i>Ballarat Major Events Precinct</i>
<ul style="list-style-type: none"> • Facilitate future planning for opportunities related to the <i>La Trobe Street Saleyards Precinct</i>
<ul style="list-style-type: none"> • Pursue commercial and public private partnership opportunities for development on strategically located City of Ballarat-owned land
<ul style="list-style-type: none"> • Strengthen the connection to Country and be proactive in conserving cultural heritage when scoping and designing new projects
WE WILL FACILITATE...
<ul style="list-style-type: none"> • A greater proportion of infill developments to help rebalance growth
<ul style="list-style-type: none"> • Strategic infrastructure planning for new growth areas where development is to be provided by statutory authorities and relevant private and government organisations



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

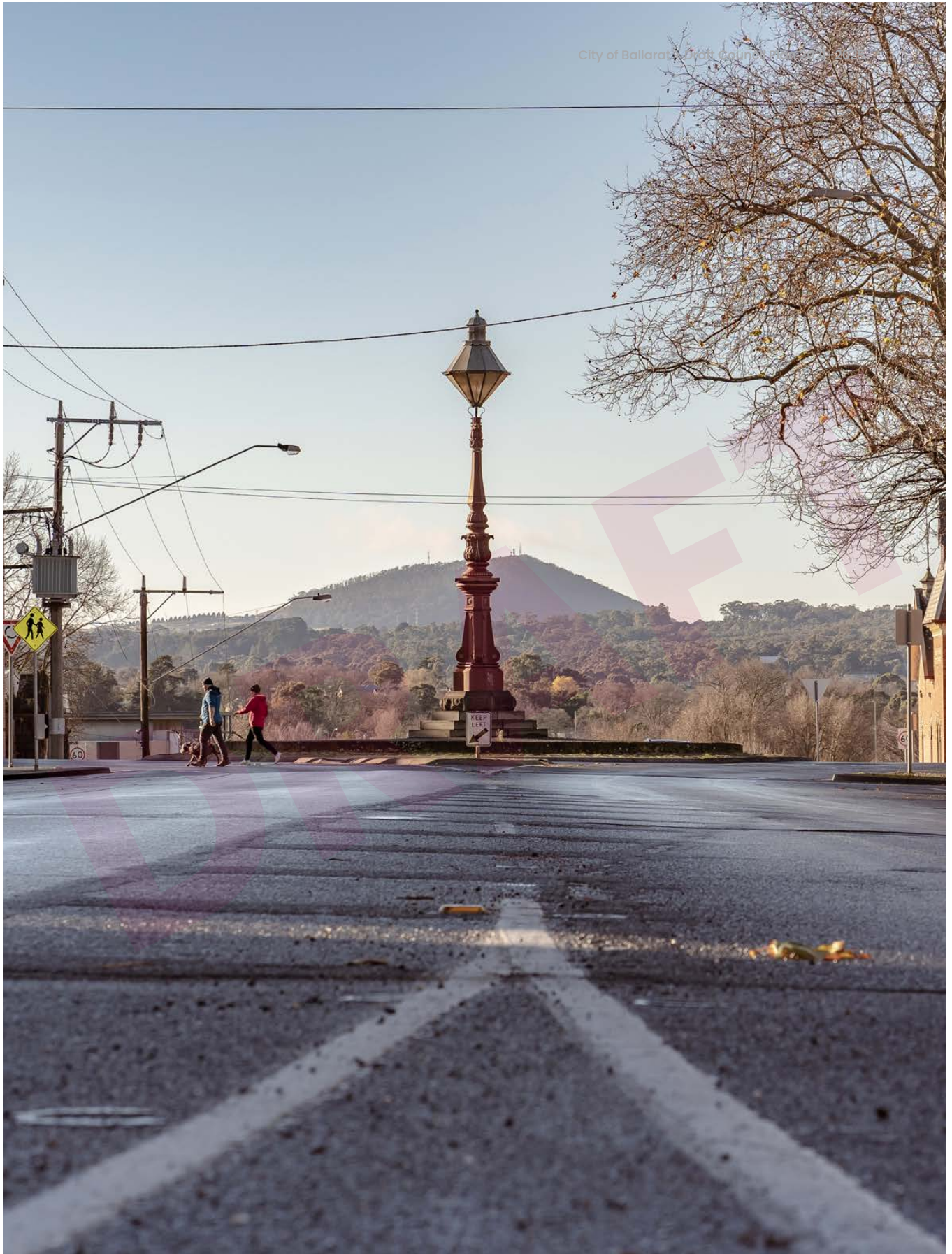
City of Ballarat led indicators:

- › **80 per cent of planning applications decided within 60 days**
- › **80 per cent of VicSmart applications decided within 10 days**

Community indicators:

- › **A percentage increase of infill development**
- › **A percentage increase of households with access to public transport within 400m**
- › **A percentage increase of households with access to greenspace within 400m**

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📷: A heritage street lamp at the intersection of Lydiard and Dana streets, Ballarat Central, looking east toward Mount Warrenheip

Goal 4: A city that conserves and enhances our natural and built assets



> **The City of Ballarat is the steward of a wide range of community assets. It is responsible for delivering and maintaining built assets such as roads, buildings, footpaths, drains, playgrounds and pavilions as well as natural assets such as open space, sports ovals, trees and wetlands.**

Pressure on our city’s existing built assets is increasing as a result of accelerated population growth, an ageing assets base and changing building compliance requirements, while the demand for new and renewed assets is ever increasing.

At the same time, the need to create and maintain green, accessible and vibrant natural assets to meet the needs and expectations of our community as well as conserve and support native flora and fauna is also growing.

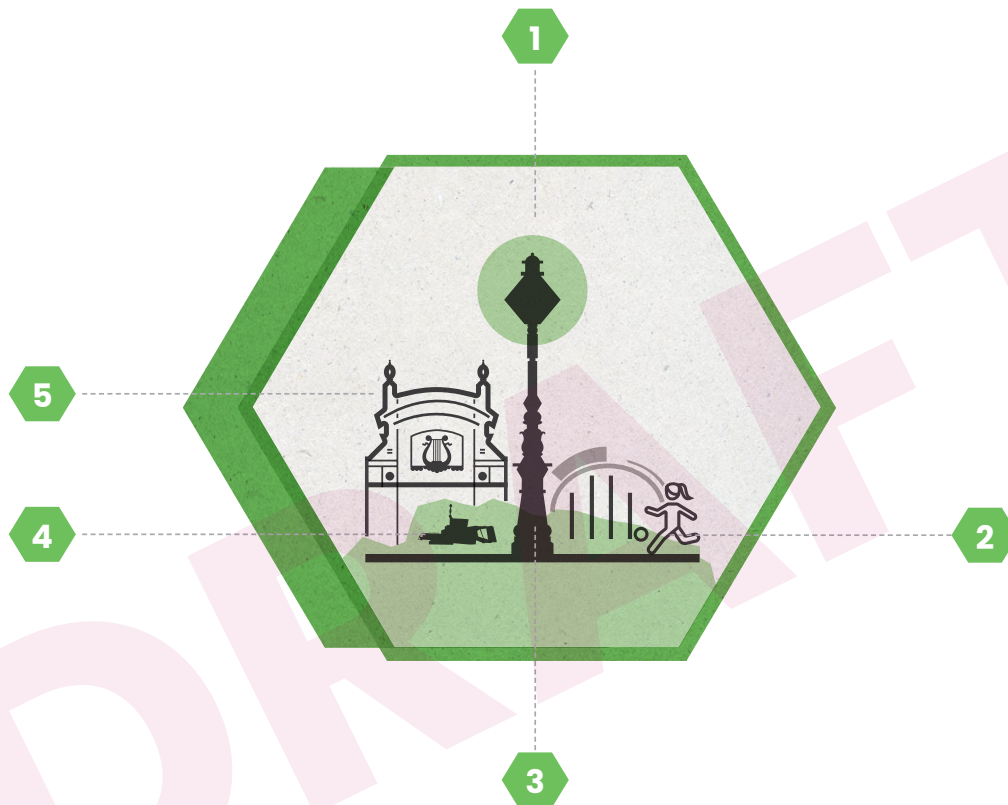
The City of Ballarat’s asset management work is focused in several key areas: a focus on existing assets to ensure they are well maintained and continue to serve their purpose for our community; a focus on the renewal of ageing assets; and the creation of new assets to support the future needs of our growing and changing community.

The City of Ballarat funds the maintenance and renewal of existing assets and all new assets through its capital works program. The challenge for the City of Ballarat and the community is prioritising which assets to invest in each year within the limits of finite funds. To improve transparency, Council’s decisions regarding asset prioritisation over the next four years will be informed by new and updated asset management plans which will be developed in consultation with the community by 1 July 2022.

The City of Ballarat is committed to increasing the amount of funding allocated annually to renew existing assets – that is, reducing the asset renewal gap – and providing appropriate levels of service to maintain existing community assets to ensure they are fit-for-purpose and in line with community needs and expectations.



Visually representing some of our strategic objectives



A CITY THAT CONSERVES AND ENHANCES OUR NATURAL AND BUILT ASSETS	
<p>1. Heritage Represented by a Lydiard Street lamp post: Shining a light on Ballarat's rich heritage</p>	<p>4. Maintain our natural assets The Lake Wendouree weed harvester depicts the maintenance of our natural assets</p>
<p>2. Maintain, enhance and protect our built assets Mars Stadium and footballer symbolises creating great precincts and places for people</p>	<p>5. Conserving our built assets Represented by the facade of Her Majesty's Ballarat</p>
<p>3. Conserve and enhance our natural assets Lake Wendouree foreshore. The name Wendouree comes from a local Aboriginal word 'wendaaree' which means 'go away': a story is told that when settler William Cross Yuille asked a local Indigenous woman what the name of the swamp was, that was her reply</p>	



Our strategic objectives

- 4.1 Reduce the renewal gap for our existing assets
- 4.2 Respect, conserve and celebrate our rich heritage
- 4.3 Deliver quality and targeted capital works projects
- 4.4 Improve, maintain and conserve our open space and natural assets

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City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none">• Improvements and maintenance on our assets and facilities guided by our <i>Asset Plan</i>, condition assessment data and levels of service
<ul style="list-style-type: none">• Our annual program of capital works
<ul style="list-style-type: none">• Transparent reporting on our planning and delivery of capital works
<ul style="list-style-type: none">• Proactive maintenance to meet regulatory requirements associated with power lines, trees and other vital assets
<ul style="list-style-type: none">• A targeted capital works program for key open spaces areas guided by adopted precinct master plans
<ul style="list-style-type: none">• More transparent reporting on outcomes from investment in open space and natural assets
<ul style="list-style-type: none">• Property and land portfolio management to maximise community benefit and ensure planning for future needs

City of Ballarat’s role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...

- Identify new funding models for the delivery of capital works
- Work with community groups to improve stewardship of our assets
- Be at the forefront of sustainable infrastructure through design, use of alternative materials and technology innovation

WE WILL FACILITATE...

- Investment in capital works projects across the municipality through targeted advocacy

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Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **Over 100 per cent asset renewal and upgrade as a percentage of depreciation**

Community indicators:

- › **A decrease in sealed local road requests per 100km of sealed local roads**
› *Local Government Performance Reporting Framework*
- › **An increase in community satisfaction with sealed local roads**
› *Local Government Performance Reporting Framework*
- › **An increase in community satisfaction for 'is Ballarat easy to cycle and walk around in'**
Source: community satisfaction survey

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 A giant swan lit up in the Sturt Street gardens, Ballarat central, as part of the Ballarat Begonia Festival

Goal 5: A strong and innovative economy and city



> Ballarat is fortunate to have a diverse economy, with a strong mix across a range of industry sectors. This offers both resilience and opportunity.

Originally built on gold mining and manufacturing, our economy is now seeing strong growth in professional services, especially health and knowledge-based industries, as well as in sectors that support our growing population such as construction.

Our inherent creativity and drive for innovation is also evident in the emergence of strong creative sectors and a growing visitor economy.

Ballarat’s economic output is over \$14 billion per annum. It has grown by over 40 per cent in the past decade, which is consistently faster than the Victorian average. While 2020 was a very difficult year for a number of sectors such as hospitality, tourism and the arts, the resilience of our overall economic mix is evident in Ballarat’s COVID-19 recovery. Recovery will continue to be a focus area for the City of Ballarat.

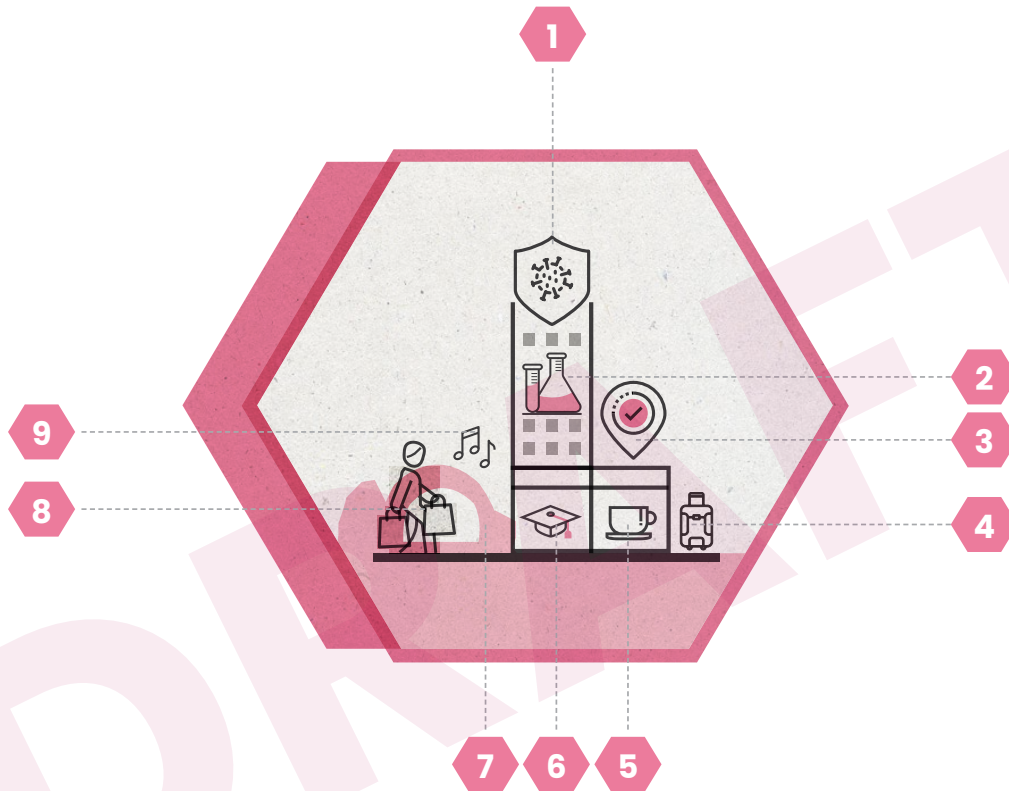
Council plays a key leadership role in supporting Ballarat’s continued economic growth. Our focus is on facilitating more investment that delivers benefits for all residents, such as more jobs and knock-on effects for businesses. We will encourage sustainable economic growth that does not exceed our ecological means, that does not indirectly impact vulnerable residents, and that ensures all residents can share in the growing prosperity of our city.

We will continue to pursue opportunities that will deliver the highest economic impact while supporting our business community to grow and thrive. We will progress our aspiration for a circular economy, and encourage and support businesses to embrace innovation. We will work on urban renewal projects to attract activity and vitality to our streets and businesses. We will market our city as a great place to live, invest, work, study and visit, and will collaborate with key partners to deliver amazing events, visitor attractions and creative institutions and products.

SUSTAINABLE DEVELOPMENT GOALS

<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>15 LIFE ON LAND</p> 
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Visually representing some of our strategic objectives



A STRONG AND INNOVATIVE ECONOMY AND CITY	
<p>1. COVID-19 response Shield representing ongoing COVID-19 response across business and wider community</p>	<p>6. Education sector Our strong education sector is symbolised by a graduation hat</p>
<p>2. Biomedical innovation Test tubes denote our capacity for biomedical innovation</p>	<p>7. Ballarat as a creative city The silhouette of Murrup Laarr: Grow creative sectors and enhance the reputation of Ballarat as a creative city</p>
<p>3. Ballarat as a destination of choice A location marker represents Ballarat as a year round destination of choice</p>	<p>8. Supporting our local business The busy shopper with bags represents support for our local businesses</p>
<p>4. Visitor economy A suitcase symbolises our growing visitor economy</p>	<p>9. Delivering amazing events and vibrancy to the CBD Music notes represent the energy brought to our city by our events</p>
<p>5. A range of Industry sectors A coffee cup depicts our vital hospitality sector</p>	



Our strategic objectives

- 5.1** Deliver an ongoing COVID-19 recovery response for businesses and the community
- 5.2** Support local businesses to explore, innovate and adapt to emerging economic opportunities
- 5.3** Actively attract and facilitate new business development and public and private investment to Ballarat
- 5.4** Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice
- 5.5** Actively promote Ballarat as a year-round destination of choice
- 5.6** Facilitate increased vibrancy in the CBD and other key business precincts
- 5.7** Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none"> Investment in streetscapes and infrastructure in commercial and hospitality areas across the municipality to facilitate increased visitation
<ul style="list-style-type: none"> Research, data analysis and stakeholder engagement to identify economic opportunities for Ballarat
<ul style="list-style-type: none"> A focused program for attracting investment and an excellent business concierge service to facilitate a stronger business sector
<ul style="list-style-type: none"> City of Ballarat-funded and organised events to enhance Ballarat's reputation as a destination of choice
<ul style="list-style-type: none"> Active promotion of Ballarat's visitor offering to increase visitor market awareness
<ul style="list-style-type: none"> Infrastructure, streetscaping and events programming in the CBD to create vibrancy and attract visitation
<ul style="list-style-type: none"> Infrastructure and events programming for our creative institutions to attract visitations and enhance Ballarat's reputation as a destination of choice
<ul style="list-style-type: none"> Continue to deliver priorities from our <i>Creative City Strategy</i>
<ul style="list-style-type: none"> Implement priorities from <i>2030: A vision for the Eureka Centre to ensure it is a leading national cultural institution</i>

City of Ballarat's role in achieving our strategic objectives

WE WILL PARTNER AND COLLABORATE TO...
<ul style="list-style-type: none"> • Support the leadership development of local businesses
<ul style="list-style-type: none"> • Secure significant anchor events for our city
<ul style="list-style-type: none"> • Support the development of visitor infrastructure and experiences
<ul style="list-style-type: none"> • Realise co-investment opportunities in built form such as heritage restorations and product offerings such as visitor experiences, working with traders, building owners and other businesses in the CBD
<ul style="list-style-type: none"> • Grow Ballarat's creative infrastructure, programming, skills and talent, working with creative sector stakeholders
<ul style="list-style-type: none"> • Support investment in local businesses, social enterprises and local employment, and foster local ideas which benefit the community
<ul style="list-style-type: none"> • Deliver programs that support growth sectors such as the circular and shared economy, renewable energy, industry 4.0 (advanced manufacturing), digital transformation and the creative industries, working with partner organisations across the city and the Victorian and Australian governments
<ul style="list-style-type: none"> • Deliver a joint advocacy program to attract investment in identified key sectors, working with partner organisations across the city and the Victorian and Australian governments
<ul style="list-style-type: none"> • Deliver an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat
WE WILL FACILITATE...
<ul style="list-style-type: none"> • Access to City of Ballarat services and support to maintain business delivery during COVID-19 recovery
<ul style="list-style-type: none"> • Programs to assist businesses to engage in emerging economic opportunities
<ul style="list-style-type: none"> • Investment by others in events in our city
<ul style="list-style-type: none"> • Growth in Ballarat's visitor market share and visitor spend
<ul style="list-style-type: none"> • Investment in infrastructure and programming in the CBD through active advocacy
<ul style="list-style-type: none"> • Events and programming that draw on our local creative industries and talent for content
<ul style="list-style-type: none"> • Growth opportunities across the creative sectors, including businesses and talent
<ul style="list-style-type: none"> • Investment in the infrastructure needed to support the sectors hardest hit by COVID-19, to realise strategic opportunities for our economy, to realise growth in our visitor economy, to realise greater vibrancy and economic growth in our CBD, and to enhance the reputation of Ballarat as a creative city through active advocacy



Our key indicators

**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the percentage of market share of domestic one day trips and overnight stays vs other major centres**

Community indicators:

- › **An increase in the number of new businesses registered in Ballarat**
Source: Australian Business Register
- › **An increase in the number of creative businesses**
- › **An increase in community satisfaction for 'good local shopping'**
Source: community satisfaction survey
- › **An increase in the number of local jobs**
- › **An increase in Gross Regional Product equivalent to or exceeding State Gross Regional Product**

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 Mowing the green lawns of the Sturt Street gardens, opposite Ballarat Town Hall, Ballarat Central

Goal 6: A council that provides leadership and advocates for its community



> Our organisation is a proud workforce of more than 1,000 people, including our volunteers, all committed to achieving the best outcomes for our community.

The Governance and Culture Review conducted by Susan Halliday AM into organisational governance and culture at the City of Ballarat outlines a 16-step plan for improvement in these areas.

Our new culture change program, *The Way Forward*, outlines the clear steps we will take to ensure our staff are supported and to ensure improvement in the areas of working environment, behaviours, leadership and governance.

We are committed to ensuring we have in place the appropriate frameworks, policies, and education for staff, providing meaningful detail in the budgeting process to show our community that we are using public resources in their best interests, and clearly outlining what we will do to meet our strategic objectives in this Council Plan.

A continuous service review program will ensure that services are delivered within the service performance principles in accordance with Section 106 of the *Local Government Act 2020*. We are investing in the right tools and systems for our organisation and staff to support the delivery of our more than 80 services. We continuously review these to ensure they continue to provide what we need to serve our community.

Data is a critical strategic resource that supports our staff to perform their roles effectively by ensuring decision-making based on the best evidence possible. As part of our commitment to transparency we will open up our data to the community.

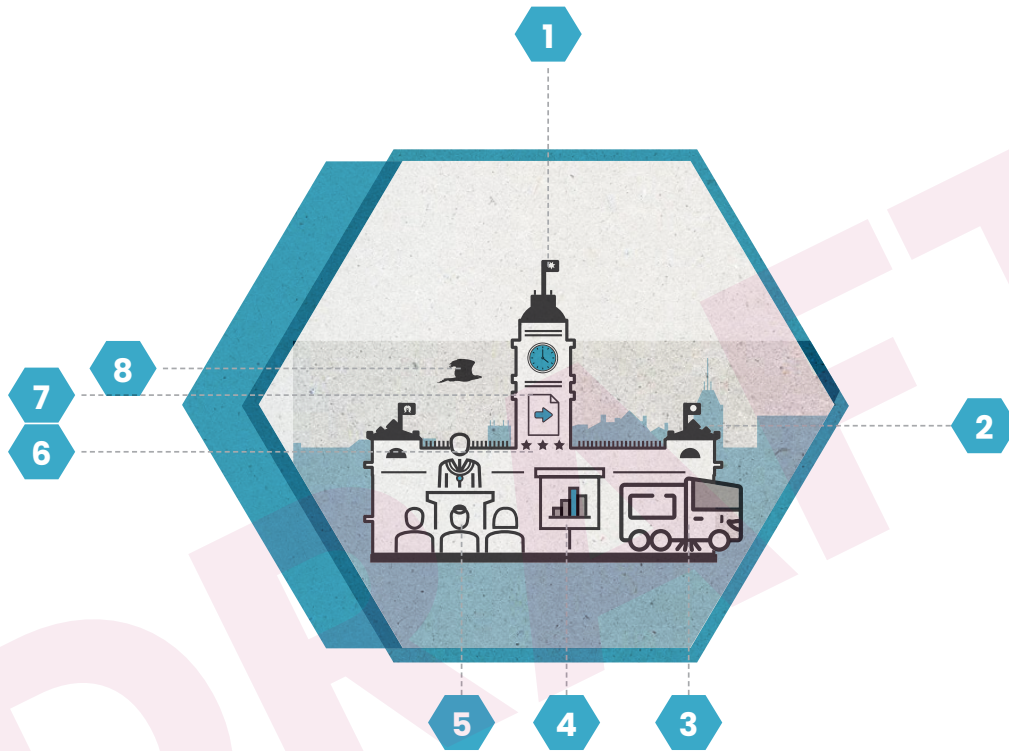
We are committed to ensuring we have the appropriate systems and processes in place to plan, monitor and deliver our strategic objectives in accordance with Section 89 of the *Local Government Act 2020*.

We regularly review our strategic objectives to ensure they continue to meet the needs and expectations of our community.

SUSTAINABLE DEVELOPMENT GOALS

<p>5 GENDER EQUALITY</p> 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>17 PARTNERSHIPS FOR THE GOALS</p> 
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Visually representing some of our strategic objectives



A COUNCIL THAT PROVIDES LEADERSHIP AND ADVOCATES FOR ITS COMMUNITY	
<p>1. Ensure good governance <i>Good governance is symbolised by the Town Hall and Council Chamber</i></p>	<p>5. Working together <i>Our Mayor and councillors represent working in the best interests of our community</i></p>
<p>2. Delivery of more than 80 services across Ballarat <i>The broad range of services delivered by the City of Ballarat is represented by the Ballarat skyline.</i></p>	<p>6. Workplace of choice <i>The stars depict our ambition to be a workplace and employer of choice</i></p>
<p>3. Ensure the effectiveness and efficiency of Council services <i>A street sweeper symbolises the efficient delivery of our services</i></p>	<p>7. The Way Forward <i>The document with arrow is an image of the process of cultural change we are engaging in through The Way Forward program</i></p>
<p>4. Provide staff with tools and resources that allow them to make decisions based on the best data possible <i>The graph represents our use of data and resources to drive sound decision making.</i></p>	<p>8. Advocating for community <i>Wedge-tail eagle: Bunjil the eaglehawk regarded as the spirit creator of the Kulin nations, which include the Wadawurrung and Dja Dja Wurrung People</i></p>



Our strategic objectives

- 6.1 Ensure the effectiveness and efficiency of City of Ballarat services
- 6.2 Progress the City of Ballarat as a workplace of choice
- 6.3 Advocate on behalf of our community
- 6.4 Ensure transparency and engage clearly with our community
- 6.5 Ensure an innovative and forward-thinking approach to our work
- 6.6 Ensure accountability with public resources
- 6.7 Ensure good governance and leadership

DRAFT

City of Ballarat's role in achieving our strategic objectives

WE WILL DELIVER...
<ul style="list-style-type: none"> • A rolling service review program for all services
<ul style="list-style-type: none"> • Continuous monitoring the performance of all services to ensure they continue to meet the needs of our community and provide the best value for money
<ul style="list-style-type: none"> • Timely provision of data and insights to the organisation and the community to ensure best practice decision-making and transparency
<ul style="list-style-type: none"> • Continuous review and improvement of our internal systems to ensure they continue to meet the needs of our community and provide the best value for money
<ul style="list-style-type: none"> • Project management governance to ensure the delivery of projects to scope and budget
<ul style="list-style-type: none"> • Provide our staff with the right tools, systems and information to ensure they have what they need to provide quality services to our community
<ul style="list-style-type: none"> • Seeking feedback on the performance of our services through our annual Customer Satisfaction Survey to ensure we continue to meet community needs and expectations
<ul style="list-style-type: none"> • Investigate new ways of financing key priority projects and services for the community
<ul style="list-style-type: none"> • Collaborative efforts with other local governments to share and adopt best practice across our services
<ul style="list-style-type: none"> • Community engagement and involvement of our community in decision-making processes
<ul style="list-style-type: none"> • Continuously monitored culture change program, <i>The Way Forward</i>
<ul style="list-style-type: none"> • Appropriate education and training to ensure all staff are protected from unnecessary risks
<ul style="list-style-type: none"> • Appropriate education and training to ensure all staff have the skills they need as emerging trends and innovations continue to impact our organisation
WE WILL SUPPORT OUR COMMUNITY TO...
<ul style="list-style-type: none"> • Access to digital services to ensure no member of our community is left behind
<ul style="list-style-type: none"> • Communication through a range of channels in language that is easy to understand
<ul style="list-style-type: none"> • Transparent reporting on our planning and delivery of infrastructure
<ul style="list-style-type: none"> • Well planned and executed advocacy campaigns in collaboration with key partners and stakeholders from across the municipality
<ul style="list-style-type: none"> • Targeted advocacy campaigns to the Victorian and Australian governments for key community priorities



Our key indicators


**How we will measure progress
in achieving our strategic objectives**

City of Ballarat led indicators:

- › **An increase in the number of open data sets released**
- › **An increase in projects using smart technology**
- › **An increase in community satisfaction for community consultation and engagement**
Source: community satisfaction survey
- › **An equal percentage of gender in new employee hires**
- › **100 per cent of staff to have completed mandatory training**
- › **Achieve a low risk rating in four of the seven financial sustainability indicators**
Source: VAGO

DRAFT



 Corner of Sturt and Armstrong Streets, looking north towards the GovHub building, Ballarat Central

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 1: An environmentally sustainable future

1.1 TRANSITION TOWARDS ZERO EMISSIONS
<ul style="list-style-type: none"> Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency
<ul style="list-style-type: none"> Through the City of Ballarat's Sustainability and Education Officer scope an education strategy to provide for enhanced sustainability outcomes in the community
<ul style="list-style-type: none"> Commit to continue our sponsorship of Smart Living Ballarat (SMB) to partner with the City of Ballarat to deliver sustainability education to community
<ul style="list-style-type: none"> Develop and implement a project charter and project plan to progress with the <i>Net Zero Carbon Emissions Plan</i>
<ul style="list-style-type: none"> Attend working groups or other relevant forums to identify opportunities to better support the Grampians <i>Roadmap to Zero Emissions Plan</i>.
<ul style="list-style-type: none"> Engage with key stakeholders and community to help deliver the Net Zero community emissions target
1.2 TRANSITION TOWARDS ZERO WASTE
<ul style="list-style-type: none"> Develop the <i>Kerbside Transition Plan</i> commensurate with the state-wide reforms of the <i>Recycling Victoria Policy 2020</i>, and in collaboration with neighbouring Councils and the Grampians Central West Waste and Resource Recovery Group (GCWRRRG) to develop viable regional solutions for receipt and processing of materials
<ul style="list-style-type: none"> Review and update service delivery master plans for all environmental services in line with state and national policy reforms and updated growth projections
<ul style="list-style-type: none"> Modernise and future proof environmental data systems to report against service delivery key performance indicators
<ul style="list-style-type: none"> Complete construction of cell one at the Ballarat Regional Landfill and plan for new airspace as required
<ul style="list-style-type: none"> Continue with projects that support development of the circular economy
<ul style="list-style-type: none"> Work with stakeholders including the Victorian Government and the regional waste group to enhance the knowledge and education of our community with regard to waste and circular economy
<ul style="list-style-type: none"> Support the community and business to reduce waste generation and improve the quality and contamination levels of waste and recycling streams
<ul style="list-style-type: none"> Identify product stewardship initiatives with local industries
<ul style="list-style-type: none"> Identify opportunities for integrated waste management in new housing developments
<ul style="list-style-type: none"> Identify opportunities to trial innovation in road construction using in situ materials and recycled materials
<ul style="list-style-type: none"> Identify opportunities to trial alternative waste collection and treatment techniques in a new subdivision
<ul style="list-style-type: none"> Create a taskforce with key stakeholders to address the issues of litter and rubbish dumping
<ul style="list-style-type: none"> Explore waste reduction options for Children's Services program

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

1.3 SUPPORT COMMUNITIES TO BE ADAPTIVE AND RESILIENT TO A CHANGING CLIMATE

- Report on our solar energy output and savings on City of Ballarat facilities, and continue to rollout installations at other sites
- Undertake a gap analysis of best practice climate adaptation embedment into the City of Ballarat's key plans and work practices
- Undertake annual tree planting as per the *Urban Forest Plan* to meet 40 per cent tree canopy cover
- Partner with Central Highlands Water to explore options for use of recycled water at selected sporting reserves
- Develop *Climate Change into Emergency Management Sector Report*
- Develop *Community Garden Policy and Guidelines*

1.4 PROVIDE LOWER CARBON TRANSPORT OPTIONS

- In conjunction with the objectives of the *Integrated Strategic Transport Plan*, identify future capital works that help to best deliver lower carbon transport options
- Deliver planned annual capital projects that expand the city's footpath and bicycle path networks

1.5 IMPROVED STEWARDSHIP OF OUR NATURAL RESOURCES AND PROTECTION AND ENHANCEMENT OF BIODIVERSITY

- Scope a comprehensive *State of the Environment Report* that represents the municipality
- Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat
- Develop policy guidance on biodiversity and natural resources management

1.6 ADOPT MORE SUSTAINABLE PRACTICES FOR OUR CORE BUSINESS

- Review and update mechanisms to understand and consider real environmental costs when evaluating projects, contracts and services
- Enhance the *Procurement Policy* to enhance sustainability outcomes
- Scope and develop an *Environmental Management System* for managing environmental risk and enhance compliance
- Construct more sustainable infrastructure through design, use of alternative materials and technology innovation
- Pursue road construction techniques with less reliance on virgin quarry materials and more sustainable practices

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 2: A healthy, connected and inclusive community

2.1 PROVIDE A SOCIALLY EQUITABLE RESPONSE TO MUNICIPAL GROWTH AND CHANGE

- Develop and deliver priorities from a four year *Age-Friendly Ballarat Strategy* to ensure our community is accessible for all residents.
- Deliver upgrade to Sebastopol South Kindergarten
- Plan for the development of the Early Parenting Centre
- Implementation of *Active Women and Girls Strategy* initiatives
- Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub
- Develop and deliver priorities from a new four year *Municipal Early Years Plan* to ensure our community is inclusive of and accessible for children
- Administer the *Community Impact Grant* and *Strategic Partnership Grant* programs

2.2 ENHANCE SOCIAL COHESION, ADDRESS ISOLATION AND LONELINESS, AND SUPPORT VULNERABLE COMMUNITIES

- Implement the Ballarat Aquatic and Lifestyle Centre inclusion program
- Continue delivery of the *Ageing Well Social Connections* program
- Participate in *Ballarat Community Safety Partnership* and facilitate an internal community safety working group
- Partner with industry, government and across the City of Ballarat to address the systemic and local factors that contribute to the vulnerability of children and families, such as through partnerships with family violence and health promotion organisations and Parent Place
- Provide programs and support through the Ballarat Animal Shelter
- Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory
- Review the *Statement of Commitment* to preventing all forms of violence
- Provide safety and amenity perspectives on liquor licence applications

2.3 SUPPORT AND IMPROVE COMMUNITY LEARNING, COMMUNITY HEALTH AND WELLBEING

- Implement year one of the *Libraries and Learning Strategy*
- Implement year one of the *Health and Wellbeing Plan 2021–2031*
- Establishment of *Maternal and Child Health Sleep and Settling* program
- Continue to progress *Food Strategy 2019–2022* priorities
- Implementation of *Active Ballarat Strategy* initiatives

2.4 ENHANCE A SENSE OF PRIDE AND BELONGING FOR RESIDENTS

- Coordinate community engagement for the *Spotlight on Sebastopol* program
- Facilitate stakeholder engagement for the *Strengthening Wendouree* program

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

2.5 PRIORITISE RECONCILIATION WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

- Implement year one of the *Reconciliation Action Plan*
- Recognition through our *Recreation Capital Program* through our flags and *Plaques Installation Plan*

2.6 PROVIDE OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

- Implement year one of the *Youth Strategy*
- Deliver VicHealth *Creating environments and opportunities for healthy tweens in Ballarat Program*
- Continued provision of Children's Week activities to celebrate and acknowledge our youngest residents
- Provide work placement, work experience and volunteer opportunities through the Ballarat Animal Shelter
- Support the delivery of *Job Skills* for young people
- Delivery of the *Skate and Active Recreation Program*

2.7 SUPPORT OUR AGEING COMMUNITY

- Facilitate co-designed social connections programs through the Ballarat Aquatic and Lifestyle Centre that support and improve the health and wellbeing of residents
- Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities
- Develop and facilitate networks and partnerships in the community to develop opportunities for residents as they age

2.8 ENHANCE BALLARAT AS A DIVERSE, INCLUSIVE AND COMPASSIONATE COMMUNITY

- Develop *LGBTIQA+ Inclusion Plan* and co-ordinate new LGBTIQA+ Advisory Committee
- Implement universal access training and embed in project planning and delivery
- Develop a *Disability Access and Inclusion Plan*
- Update *Social Policy Position Statements* in line with legislation and organisational plans

2.9 PREPARE PROACTIVELY FOR EMERGENCIES AND NATURAL DISASTERS

- Facilitate Ballarat's Municipal Emergency Management Planning Committee
- Undertake fire hazard inspections and other duties as required under the CFA and FRV Act
- Include pets in *Emergency Management Plan*
- Coordinate a series of emergency services displays and expos

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 3: A city that fosters sustainable growth

3.1 ENSURE HOUSING SUPPLY, DIVERSITY AND AFFORDABILITY CAN MEET THE NEEDS OF OUR GROWING AND CHANGING COMMUNITY

- Contribute to affordable and social housing strategies and projects capitalising on opportunities presented by the *Big Housing Build*.
- Develop the *Ballarat Housing Strategy*

3.2 FACILITATE OPPORTUNITIES FOR APPROPRIATE INFILL RESIDENTIAL DEVELOPMENT WITHIN THE CBD

- Develop a *Building Conversion Guide* for shop-top living
- Develop a *CBD Urban Design Framework*
- Develop an *Employment Lands Strategy*

3.3 ENSURE URBAN GROWTH PLANNING DELIVERS HIGH QUALITY COMMUNITIES

- Continued development of required precinct structure plans

3.4 ENSURE ENVIRONMENTAL SUSTAINABILITY OUTCOMES ARE EMBEDDED IN NEW DEVELOPMENTS

- Develop an *Environmentally Sustainable Design (ESD) policy*
- Include Environmentally Sustainable Development principles in precinct structure plans

3.5 ENSURE BETTER QUALITY SUSTAINABLE DESIGN OUTCOMES IN BOTH CITY OF BALLARAT AND PRIVATE DEVELOPMENTS

- Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community
- Establish a Design Review Panel

3.6 UNLOCK POTENTIAL IN MAJOR BROWNFIELD REDEVELOPMENT SITES

- Remediation works for *La Trobe Street Saleyards Precinct*

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

3.7 CREATE GREAT PRECINCTS AND PLACES FOR PEOPLE

- Review and update the *Ballarat Major Events Precinct Plan*
- Complete an update of the *Marty Busch Reserve Master Plan*
- Deliver *My Neighbourhood Capital Program* based on local community priorities
- Coordinate *Community Safety Infrastructure Grant* applications, projects and reporting
- Implement recommendations from the *Right to the Night - Health and Education Precinct* project
- Implement recommendations from the *City Safe Taxi Rank Evaluation* and *Community Safety Review*
- Promote regulatory compliance to enhance the amenity of the area by acting on untidy property reports
- Deliver a master plan for the Brown Hill Reserve

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 4: A city that conserves and enhances our natural and built assets

4.1 REDUCE THE RENEWAL GAP OF OUR EXISTING ASSETS

- Deliver our 10-Year Asset Plan as per the *Local Government Act 2020*
- Review and enhance the City of Ballarat's asset management framework including development of an updated *Asset Management Strategy* and associated plans
- Review and update the *Building Asset Management Plan*
- Finalise our 10-Year *Community Infrastructure Plan*
- Coordinate the delivery of *2021/2022 Community Infrastructure Program*
- Develop a three-year maintenance program and capital renewal plan based on evidence from the sealed road survey
- Deliver transport related maintenance programs on roads, footpaths and trails as per our *Capital Works Program*
- Combine *Community Infrastructure Planning* and *Asset Management* policies
- Maintain community infrastructure database to support evidence-based decision making

4.2 RESPECT, CONSERVE AND CELEBRATE OUR RICH HERITAGE

- Conduct audits of planning permits and adherence to *Outdoor Dining Guidelines* to ensure heritage is protected
- Continue to progress World Heritage listing for the Central Victorian Goldfields
- Advocate for funding to deliver on the *Creative City Master Plan*

4.3 DELIVER QUALITY AND TARGETED CAPITAL WORKS PROJECTS

- Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards
- Continue to advocate for upgrades to the Western Highway at Brown Hill and Warrenheip to true freeway standard including connection upgrades to Ballarat's local road network
- Advocate for and prepare for an extension of the Ballarat Western Link Road
- Deliver the facilities *Capital Works Program*
- Deliver the *2021/2022 Recreation Capital Works Program*
- Continue the refurbishment of the Ballarat Library

4.4 MAINTAIN AND CONSERVE OUR OPEN SPACE AND NATURAL ASSETS

- Develop a *Fire Risk Register* for City of Ballarat reserves
- Undertake vegetation clearance around electric lines as per the *Electric Line Clearance Regulations*
- Manage trees in accordance with the *Tree Management Plan* and continue to build our database of tree assets capturing condition
- Engage with community groups to deliver shared objectives in natural resource management

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 5: A strong and innovative economy and city

5.1 DELIVER AN ONGOING COVID-19 RECOVERY RESPONSE FOR BUSINESSES AND THE COMMUNITY

- Convene City of Ballarat Pandemic Taskforce as and when required
- Deliver streetscaping and infrastructure works in commercial and hospitality focussed areas to facilitate greater usage (for example outdoor dining) and visitation

5.2 SUPPORT LOCAL BUSINESSES TO EXPLORE, INNOVATE AND ADAPT TO EMERGING ECONOMIC OPPORTUNITIES

- A program of initiatives to support local business to harness opportunities such as a circular economy business program, and a microbusiness support and networking program.
- Provide more flexibility around permits and activities in the community and City of Ballarat land that will attract people to support local businesses
- Undertake an audit of existing social enterprises in Ballarat and develop a plan to support growth in this sector
- Work with partners to develop a *Community Wealth Building Plan* for Ballarat

5.3 ACTIVELY ATTRACT AND FACILITATE NEW PUBLIC AND PRIVATE BUSINESS DEVELOPMENT AND INVESTMENT TO BALLARAT

- Deliver an investment attraction program for Ballarat, supported by an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat

5.4 DELIVER A COMPREHENSIVE EVENTS CALENDAR TO STRENGTHEN CIVIC PRIDE AND ENHANCE BALLARAT'S REPUTATION AS A DESTINATION OF CHOICE

- Develop a *Sports Events Acquisition Plan*
- Deliver our 2021/2022 Events Calendar

5.5 ACTIVELY PROMOTE BALLARAT AS A YEAR-ROUND DESTINATION OF CHOICE

- Implement priorities from the *Visitor Economy Strategy 2021–2024*
- Implement priorities from the *Ballarat Events Strategy 2018–2028*
- Deliver priorities from *2030: A vision for the Eureka Centre*

5.6 FACILITATE INCREASED VIBRANCY IN THE CBD AND OTHER KEY BUSINESS PRECINCTS

- Continue to deliver the *Bakery Hill Urban Renewal Plan*, while assisting traders to take advantage of new opportunities

5.7 FACILITATE THE GROWTH OF THE CREATIVE SECTOR AND ACTIVELY PROMOTE BALLARAT AS A CREATIVE CITY

- Implement priorities from our *Creative City Strategy*
- Survey and measure the number and types of creative businesses in the city in order to measure the impact of the City of Ballarat *Creative City Strategy* implementation

City of Ballarat's annual plan 2021/2022 to achieve our strategic objectives

Goal 6: A council that provides leadership and advocates for its community

6.1 ENSURE THE EFFECTIVENESS AND EFFICIENCY OF CITY OF BALLARAT SERVICES

- Implement service reviews
- Develop an *ICT Strategy 2021–2025*
- Ensure continuous improvement across the organisation
- Deliver the annual *Customer Satisfaction Survey*

6.2 PROGRESS THE CITY OF BALLARAT AS A WORKPLACE OF CHOICE

- Develop the *Gender Equity Plan*
- Develop the *Workforce Plan* as per the *Local Government Act 2020*
- Implementation of *Gender Impact Assessments* on relevant plans, policies, programs and services
- Deliver the *ICT Capital Program*
- Implement year one of *The Way Forward* program in collaboration with all staff

6.3 ADVOCATE ON BEHALF OF OUR COMMUNITY

- Develop and implement strong advocacy campaigns for community and Council priorities
- Develop and implement strong advocacy campaigns for upcoming elections and budgets
- Continue to apply for grants that will secure external funding for initiatives

6.4 ENSURE TRANSPARENCY AND COMMUNICATE CLEARLY WITH OUR COMMUNITY

- Review *Community Engagement Policy* and associated templates and guidelines
- Review the City of Ballarat online engagement platform *mySay*
- Implement community engagement training for staff
- Investigate options to deliver live capital works information to the community
- Continue to communicate information through a range of different channels
- Continue to release open data and community dashboards

6.5 ENSURE AN INNOVATIVE AND FORWARD-THINKING APPROACH TO OUR WORK

- Continue to enhance our ICT systems
- Continue to develop the City of Ballarat website to better meet the needs of our community
- Pilot smart city technologies that will improve services to the community and business operations

City of Ballarat’s annual plan 2021/2022 to achieve our strategic objectives

6.6 ENSURE ACCOUNTABILITY WITH PUBLIC RESOURCES

- Continue to improve our financial processes and systems
- Improve project management practices, processes, systems and reporting across the organisation

6.7 ENSURE GOOD GOVERNANCE AND LEADERSHIP

- Implement new budget process for the 2022/2023 budget
- Implement corporate planning and performance framework, processes, and systems for the organisation

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City of Ballarat | PO Box 655, Ballarat, VIC, 3353

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June 2021

4.2. PUBLIC SUBMISSIONS ON COMMUNITY VISION

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Pete Appleton – Executive Manager Engaged Communities

PURPOSE

1. To outline submissions relating to the Community Vision 2021-2031.

BACKGROUND

2. Council resolved (R114/21) at the Council meeting held on 23 June 2021 to:
 - a. Give public notice in accordance with section 55 of the Local Government Act 2020 (the Act) of Council's intention to adopt, at a Council meeting to be held at 6.30pm on Wednesday 25 August 2021, the proposed Community Vision 2021-2031 in accordance with section 88 of the Act.
 - b. Give public notice seeking submissions on the Community Vision. Written public submissions will be accepted for 26 days ending 9:00am Monday 19 July 2021. And
 - c. Give public notice that any person who wishes to be heard in support of a submission received by Council should indicate in the written submission that they wish to be heard. Any person requesting that they be heard in support of a submission is entitled to appear before a meeting of the Council either personally or by a person acting on their behalf at a Council meeting scheduled for Wednesday 21 July at 6.30pm.
3. In accordance with section 88 of the *Local Government Act 2020*, Council invited interested persons to make written submissions in relation to the Draft Community Vision by 9am 19 July and to also make verbal submissions at an Unscheduled Council Meeting on 21 July 2021.
4. Council will receive the verbal and written submissions in response to the draft Community Vision 2021-2031 and consider these submissions prior to the Council meeting to be held on 25 August 2021 where it will be recommended that the draft community Vision 2021-2031, including any revisions, be adopted.

KEY MATTERS

5. The draft Community Vision 2021-2031 was made public on Council's website and was also available for viewing at Council's customer service centres. Advertisements were placed in the Times News group and The Courier seeking community submissions and inviting the public to speak to their submissions at the Council meeting scheduled for 21 July 2021.
6. Four (4) submissions were received. None of the submitters wished to be heard in support of their submission.

7. The submissions received are presented in a summary form as an attachment to this report. Full copies of all submissions have been provided to Councillors in the Confidential Attachment.

OFFICER RECOMMENDATION

8. That Council:

8.1 Receive and consider verbal and written submissions relating to the draft Community Vision 2021-2031.

8.2 Note that the development of the draft Community Vision 2021-2031 has complied with section 88 of the *Local Government Act 2020* in respect to hearing verbal presentations in support of written submissions as requested by respondents.

ATTACHMENTS

1. Governance Review [4.2.1 - 2 pages]
2. Summary of submissions pertaining to the Community Vision 202 [4.2.2 - 1 page]
3. DRAFT Community Vision 2021-2031 [4.2.3 - 23 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The draft Community Vision 2021-2031 is a core component of the Integrated Strategic Planning Framework as required by the Local Government Act 2020. The Community Vision provides guidance for the development of the Council Plan and other strategies.

COMMUNITY IMPACT

2. The receipt of submissions regarding the Community Vision allows the community to provide their input on the document.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Environmental sustainability is one of three key principles of the Community Vision in response to community feedback elevating this as a local issue during community consultation undertaken earlier in 2021.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. A diverse and agile economy is one of the key areas for action in the Community Vision in response to community feedback elevating this as a local issue during community consultation undertaken earlier in 2021.

FINANCIAL IMPLICATIONS

5. Nil

LEGAL AND RISK CONSIDERATIONS

6. The Community Vision is a core component of the Integrated Strategic Planning Framework as required by the Local Government Act 2020. Council must adopt a Community Vision by 31 October 2021.

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 Community Vision was developed following a significant two-stage engagement process involving participatory engagement and a deliberative community panel process. The receipt of submissions provided a further opportunity for community to provide input into the Community Vision.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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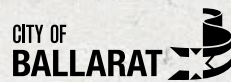
Summary of submissions pertaining to the Community Vision 2021-2031

Submission	Summary of submission
1	Consideration of recognition of community leaders in introductory statement. Feeling that the document is too vague and general
2	Consideration of further specific planning elements in Buninyong and Mt Helen
3	Commentary that current public transport system is not well connected and that development is less infill and more expansion on the outskirts of the city
4	Suggestions of two changes to wording

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CITY OF BALLARAT
**Community Vision
2021–2031**





—
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 is the community's vision for Ballarat.

It captures everything you love now about our great city, and everything you want it to be in the future.

We are excited about working alongside our wonderful community to achieve it.

DRAFT





This is the community's vision for Ballarat.

Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community

In 2031, our city is a leader in sustainable living with ecologically-sound neighbourhoods where people can meet their daily needs within a short walk, ride or bus trip.

We have easy access to parks and gardens, community facilities and education for all ages. Our health and community services respond to community need.

Everyone is valued and welcomed in our city. We celebrate our diversity and everyone in our community is able to participate fully in life.

We approach challenges and opportunities with a creative and innovative approach to get the best result for our people.

Our people work locally in the diverse range of industries that make up our solid local economy.

We embrace our rich heritage. We continue to preserve our links to the gold rush era and recognise and celebrate our long Aboriginal history and the breadth of our cultural heritage.

We balance the need to conserve our historical places and spaces with the need and desire to progress as a modern regional city.



“Ballarat needs to keep its country charm while offering sophisticated places and spaces.”

Kitchen table conversation,
6 people, 35-69 years



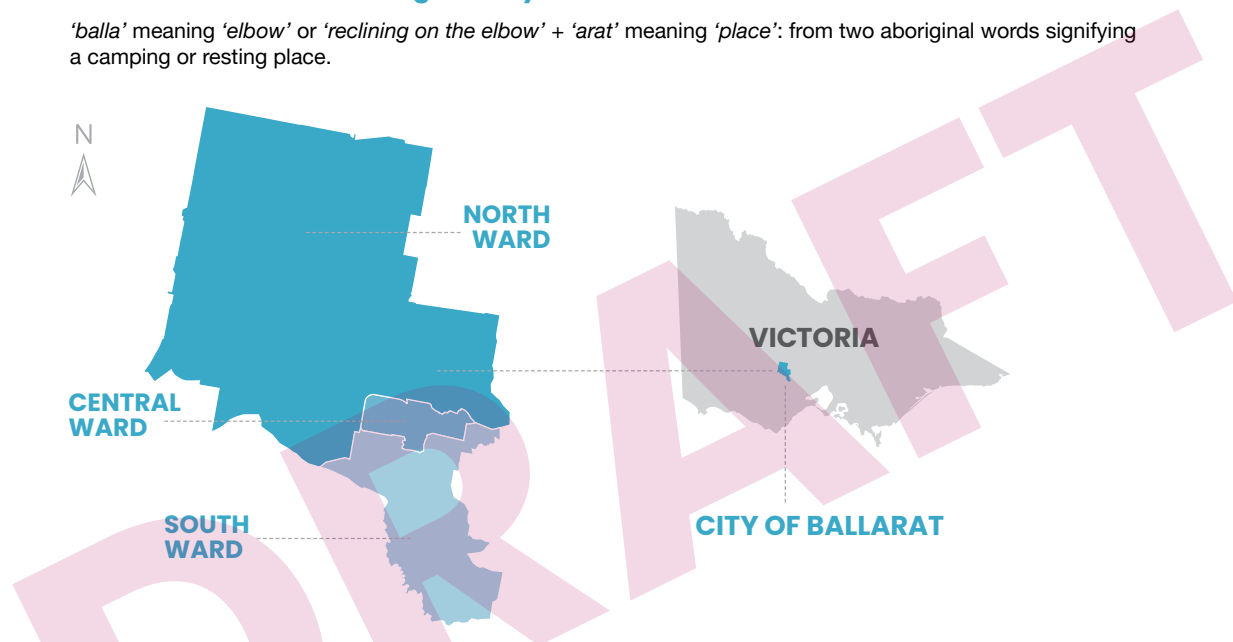
“We need places, spaces and services that acknowledge the changing population’s social and health needs, consider the impacts of climate change, and connect us with the modern and sophisticated world beyond but also pay respect to our heritage and regional setting.”

Resident, 35-49 years

A snapshot of Ballarat

> Ballarat or Ballaarat (Historical Spelling) 740km² and the 3rd largest City in Victoria

'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place': from two aboriginal words signifying a camping or resting place.



113,725

Population in 2021

Source: forecast.id



19%

Population growth 2010-2019

Source: forecast.id



144,108

Population forecast for 2021-2036 a growth of 26.72%

Source: forecast.id



9.5%

Population were born overseas

Source: profile.id



Our top industries

- Health care and social assistance
- Professional, Scientific and technical services
- Education and training
- Construction
- Manufacturing



1.4%

Population identify as Aboriginal or Torres Strait Islander

Source: profile.id



9,156

Businesses

Source: Australian Bureau of Statistics



48,443

Jobs

Source: remplan



\$7.129B

Gross Regional Product

Source: remplan

We asked our community

***How do we make Ballarat an even greater place to live?
What should we focus on to get us there?***

Stage 1: **Whole community engagement**

Community members of all ages and backgrounds from right across the municipality told us what they would like to see for the future of our community.

They shared their priorities through surveys, conversations with family, friends and groups they were involved in, submitted written responses, left comments on Facebook and participated in face-to-face engagements across the municipality.

Almost 2,000 responses were received. More than 4,000 ideas were shared by our community.

Stage 2: **Community Panel**

The ideas received in Stage 1 were gathered together, sorted into themes and further developed by a Community Panel randomly selected to represent the diversity of our Ballarat community.

The Panel developed the vision statement, identified the overarching principles and further developed the key themes and priorities for action outlined in this document.

This is your vision

The first Community Vision for our city, it outlines the aspirations of our community and articulates the type of city that allows our community to thrive.

We are excited about this vision for our great city.

We will work alongside you – our community – to achieve it.



“Equity and inclusion should be a priority across all business areas.”

Resident, 18-24 years



“Because it seems as if Victoria and Australia in general are not doing much for our planet we should just go ahead and make the path.”

Resident, 12-17 years



“Our appreciation of the need to take risks – we are a community which understands that innovation comes with risk, including the risk of failure.”

Resident, 50-59 years



COMMUNITY VISION

**Ballarat, Victoria's heritage city:
leading the way as a sustainable,
innovative and inclusive community**

PRINCIPLES

The key considerations in all of Council's decision-making to ensure we achieve our community's vision

Environmental sustainability

- How will this action impact our environment?
- How could this action promote environmental sustainability?
- How could a focus on environmental sustainability shape our ideas and actions for this project or service?

In 2031...

Ballarat is a city that has risen to the challenges of climate change. We lead in sustainable practice, development and industry. Our city is well-designed to adapt to changes in weather patterns and our people live in sustainable and energy-efficient homes. Our natural environment thrives and is home to a diverse range of plants and animals.

Innovation

- Does this action reflect an innovative approach and a willingness to try new things?
- Does the challenge being addressed also provide opportunities we could harness?

In 2031...

Ballarat is a city where challenges are faced with a curious and creative eye. We are known for identifying opportunities and delivering innovative solutions to health, social, economic and environmental issues. We are committed to learning from the experiences of others and building on those learnings to deliver outcomes suited to our community.

Inclusion

- How will this action promote inclusion for all residents?
- How will this action lead to better social and economic outcomes, particularly for people who experience greater challenges?

In 2031...

Ballarat is an inclusive city where diversity is not only accepted but welcomed and celebrated. Our city values the contribution of all people and our spaces, places, programs, events and services are designed to be welcoming and accessible to all. We recognise not everyone has the same experience and we work to make sure that people receive the support they need to ensure that no one is left behind.





THEMES

The key areas for action to ensure we achieve our community's vision

A well-planned and connected city

A healthy, connected and inclusive community

A diverse and agile economy





Our vision for a well-planned and connected city

Ballarat is a city with well-considered growth, with environmentally sustainable development and design. We have well-connected public transport and active transport infrastructure, reducing our dependence on cars. We can easily get around our city, to other parts of the state and to Melbourne. We continue to conserve our heritage while developing as a modern city. Infrastructure is delivered early in growth areas, and we continue our investment in our existing suburbs to ensure equitable access to facilities. There is a broad range of community infrastructure to service the community including community centres, arts and cultural facilities and formal and informal recreation facilities. There is diverse and affordable housing to meet everyone's needs. Our city is designed to bring people together and promote healthy and active living.





"I would like to see Ballarat become a champion, a world-leading example of sustainable development... to reduce emissions across energy use, transport and all other sectors and minimise the effects of climate impacts."

Resident, 35-49 years



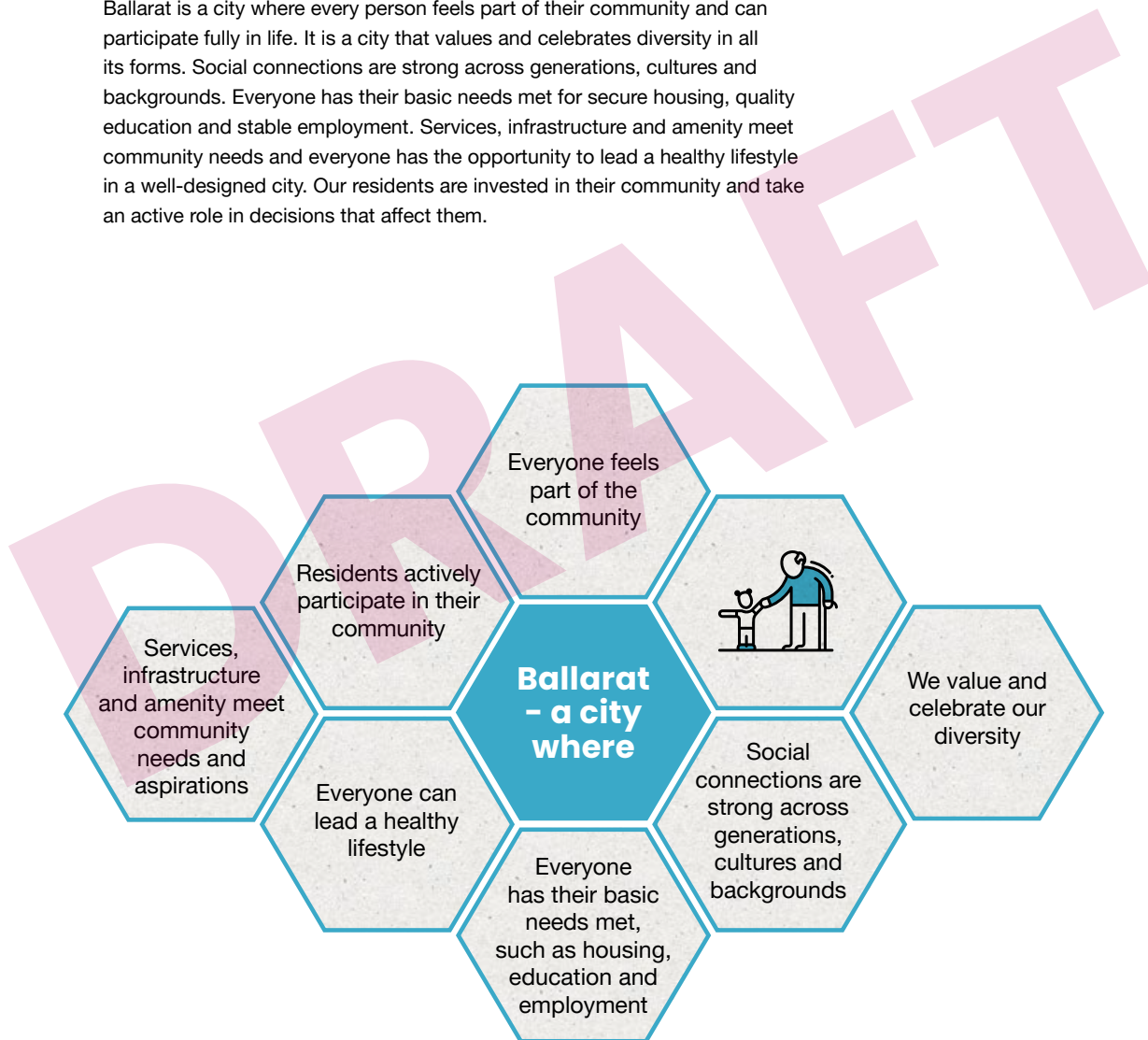
"We need affordable environmentally friendly sustainable development that pushes 7-star minimum housing and social and public housing quotas in all new developments, as well as compulsory infrastructure."

Resident, 35-49 years



Our vision for a healthy, connected and inclusive community

Ballarat is a city where every person feels part of their community and can participate fully in life. It is a city that values and celebrates diversity in all its forms. Social connections are strong across generations, cultures and backgrounds. Everyone has their basic needs met for secure housing, quality education and stable employment. Services, infrastructure and amenity meet community needs and everyone has the opportunity to lead a healthy lifestyle in a well-designed city. Our residents are invested in their community and take an active role in decisions that affect them.





“Keep people socialising to help (strengthen) a strong sense of community – this is what keeps Ballarat feeling like a big country town.”

Kitchen table conversation
2 people, aged 70-84 years



“Ensure local planning and development encourages and supports a healthy and active lifestyle, promotes diverse and affordable housing and ensures easy access to local health services.”

Female, 50-59 years



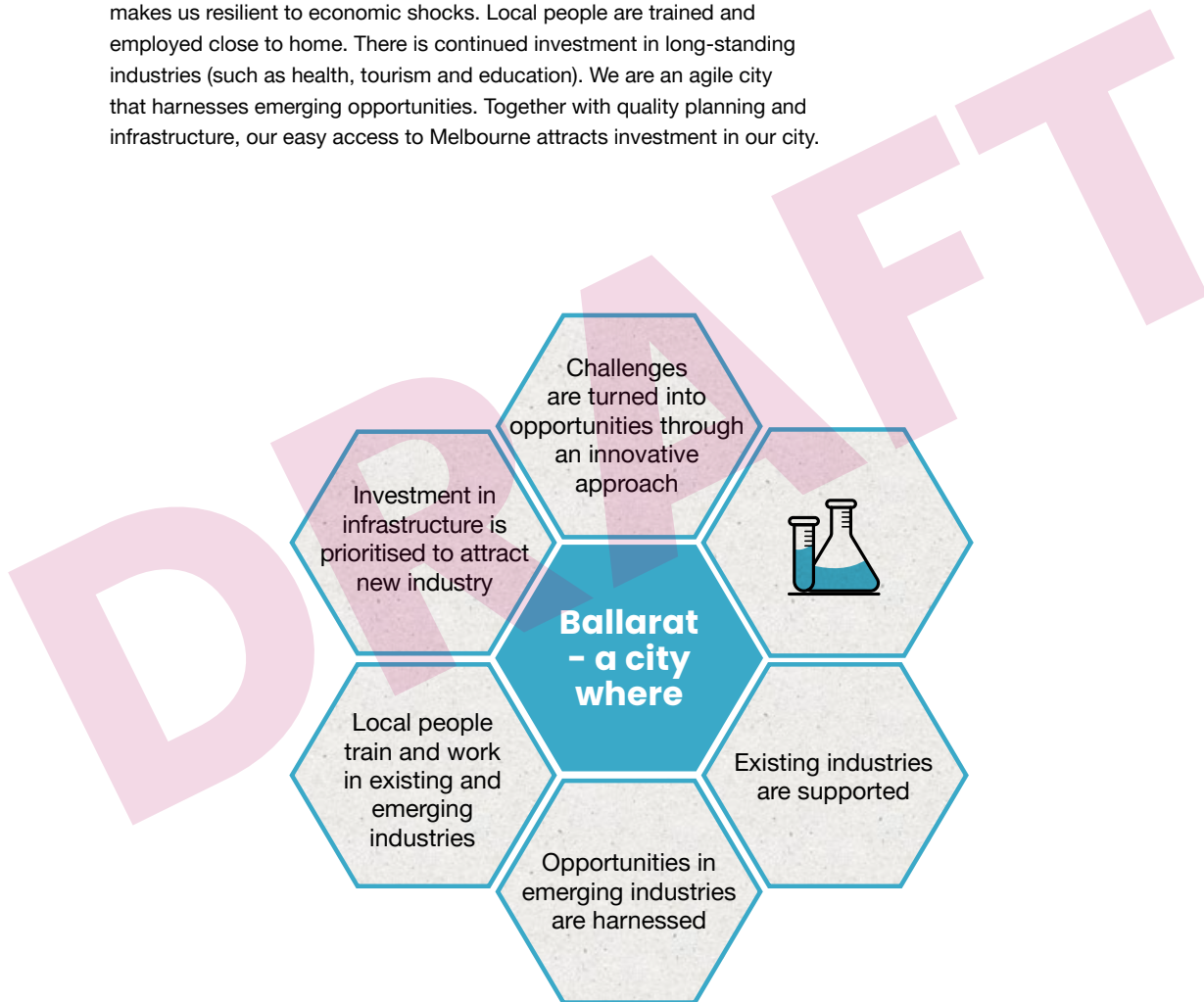
“Stop racism.”

Resident, 5-11 years



Our vision for a diverse and agile economy

Ballarat is a city where our economy delivers a diverse range of business and employment opportunities to our community. Our economic diversity makes us resilient to economic shocks. Local people are trained and employed close to home. There is continued investment in long-standing industries (such as health, tourism and education). We are an agile city that harnesses emerging opportunities. Together with quality planning and infrastructure, our easy access to Melbourne attracts investment in our city.





“Attracting employment opportunities through industry, small businesses and government. If you have employment you have people spending and investing in the city and it will prosper.”

Residents, 60-69 years



“A strong regional city with a diverse and innovative economy... providing jobs and great initiatives to benefit Ballarat.”

Residents, 12-17 years



How we will bring your vision to life

> City of Ballarat’s role

The Community Vision will be reflected in Council’s overarching strategic document, the Council Plan 2021-2025, which outlines the steps this Council will take over the next four years to work to achieve this vision. It will also provide direction to a range of other strategic documents to guide Council’s work.

Council is just one of a range of stakeholders responsible for acting to bring this vision to life. We will play a key role in three areas: delivering key initiatives and priorities; collaborating and partnering with strategic stakeholders – including Victorian and Australian governments, the private and not-for-profit sectors and community groups – to deliver the work; and playing a lead role in bringing parties together to advocate and promote our community’s best interests and priorities to other levels of government and decision makers.

This vision goes well beyond a four-year Council term, allowing us to consider and plan for longer-term outcomes. It will be reviewed every four years to ensure it continues to capture our community’s aspirations for our great city.

Message from the Mayor of Ballarat

> City of Ballarat’s commitment

To all who live, work, study and play in Ballarat, this is your vision. It has come from and belongs to you, our community.

We asked you to tell us what your priorities are for our city. We heard you, and we will act on what you told us. Your vision will inform our strategic direction and planning to ensure the voice of our community is considered in all of Council’s decisions and work.

We sincerely thank everyone who participated in the development of this vision. Thank you to every community member or group who filled out a survey, took part in a conversation, submitted a written response or left a comment about what kind of city you want to live in. Thank you to the members of the community panel who represented the diverse voices of our whole community. Your engagement in this important work reflects an engaged and empowered community.

This process has provided an opportunity to build relationships and two-way communication between Council and our community. We look forward to continuing to work with you to bring your vision to life.



Cr Daniel Moloney
Mayor

DRAFT



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City of Ballarat | PO Box 655, Ballarat, VIC, 3353

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June 2021

4.3. PUBLIC SUBMISSIONS ON MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Peter Appleton – Executive Manager Engaged Communities

PURPOSE

1. To receive and consider any verbal and written submissions relating to the Municipal Public Health and Wellbeing Plan 2021-2031 (the Plan).

BACKGROUND

2. Council resolved (R116/21) at the Council meeting held on 23 June 2021 to:
 - Give public notice in accordance with section 26 of the *Public Health and Wellbeing Act 2008* (the Act) of Council's intention to adopt, at a Council meeting to be held at 6.30pm on Wednesday 25 August 2021, the proposed Health and Wellbeing Plan 2021-2031.
 - Give public notice seeking submissions on the proposals contained in the Health and Wellbeing Plan 2021-2031. Written public submissions will be accepted for 26 days ending 9:00am Monday 19 July 2021.
 - Give public notice that any person who wishes to be heard in support of a submission received by Council should indicate in the written submission that they wish to be heard. Any person requesting that they be heard in support of a submission is entitled to appear before a meeting of the Council either personally or by a person acting on their behalf at a Council meeting scheduled for Wednesday 21 July at 6.30pm.
3. Consistent with section 90 of the *Local Government Act 2020*, Council invited interested persons to make written submissions in relation to the Health and Wellbeing Plan by 9am 19 July and to also make verbal submissions at an *Unscheduled Council Meeting* on 21 July 2021.
4. Council will receive the verbal and written submissions in response to the Health and Wellbeing Plan and consider these submissions prior to the Council meeting to be held on 25 August 2021 where it will be recommended that the draft Municipal Public Health and Wellbeing Plan 2021-2031, including any revisions, be adopted.

KEY MATTERS

5. Council placed the draft Health and Wellbeing Plan 2021-2031 on the MySay section of Council's website and advertised that it had done so. The Plan was also available at Customer Service and the Town Hall.
6. Six submissions were received; however, it is noted that no submitters advised that they wished to be heard in support of their submission.

7. The submissions received are presented in a summary form as an attachment to this report. Full copies of all submissions have been provided to Councillors in the Confidential attachment.

OFFICER RECOMMENDATION

8. That Council:

8.1 Receive and consider the verbal and written submissions relating to the draft Health and Wellbeing Plan 2021-2031.

8.2 Note that the development of the draft Municipal Health and Wellbeing Plan 2021-2031 has complied with section 90 of the *Local Government Act 2020* in respect to hearing verbal presentations in support of written submissions as requested by respondents.

ATTACHMENTS

1. Governance Review [4.3.1 - 2 pages]
2. Submissions received report [4.3.2 - 1 page]
3. DRAFT Health and Wellbeing 2021-2031 [4.3.3 - 42 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Health and Wellbeing Plan 2021-2031 has been developed as part of the Integrated Planning Process to ensure alignment with the draft Council Plan and Community Vision. The timing of exhibition for community input also aligns with the Council Plan and Community Vision.

COMMUNITY IMPACT

2. The plan includes goals and strategies to improve the health and wellbeing of the community with specific actions directed towards priority groups which experience greater disparities in health.
3. The plan has been placed on exhibition for 26 days to allow further input and feedback by the community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. Under the *Climate Change Act 2017*, the plan is required to outline how Council is considering the impacts of climate change and the effect upon vulnerable population groups.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no economic sustainability implications arising from this report.

FINANCIAL IMPLICATIONS

6. There are no financial implications arising from this report.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk considerations arising from this report.

HUMAN RIGHTS CONSIDERATIONS

8. 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

9. The draft Health and Wellbeing Plan 2021-2031 has been placed on exhibition and advertised thus for 26 days, following an extensive consultation process through the suite of surveys and engagement opportunities within the Ballarat: Our Future process. Additional consultation was sought via children and youth consultations.

GENDER EQUALITY ACT 2020

OFFICIAL

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10. There are no gender equality implications identified for the subject of this report, although a gender impact assessment has been completed for the plan.

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

OFFICIAL

Summary of written submissions pertaining to the draft Health & Wellbeing Plan 2021-2031

Summary of Submission	
1	Consider further inclusion of the LGBTIQ+ community in the plan.
2	Clarification of wording pertaining to gambling and chronic disease, and health priorities in relation to employment.
3	Consider more partnerships in relation to community climate groups, suggestions for indicators to measure progress.
4	Consider mention of how council is responding to child clergy and institutional abuse.
5	Issues with footpath widths, suitability for people with strollers and safety concerns.
6	Access to mental wellbeing services and the issue of too many fast-food outlets preventing healthy eating.

OFFICIAL



CITY OF BALLARAT



Health and Wellbeing Plan 2021–2031





—
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.

—



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Introduction

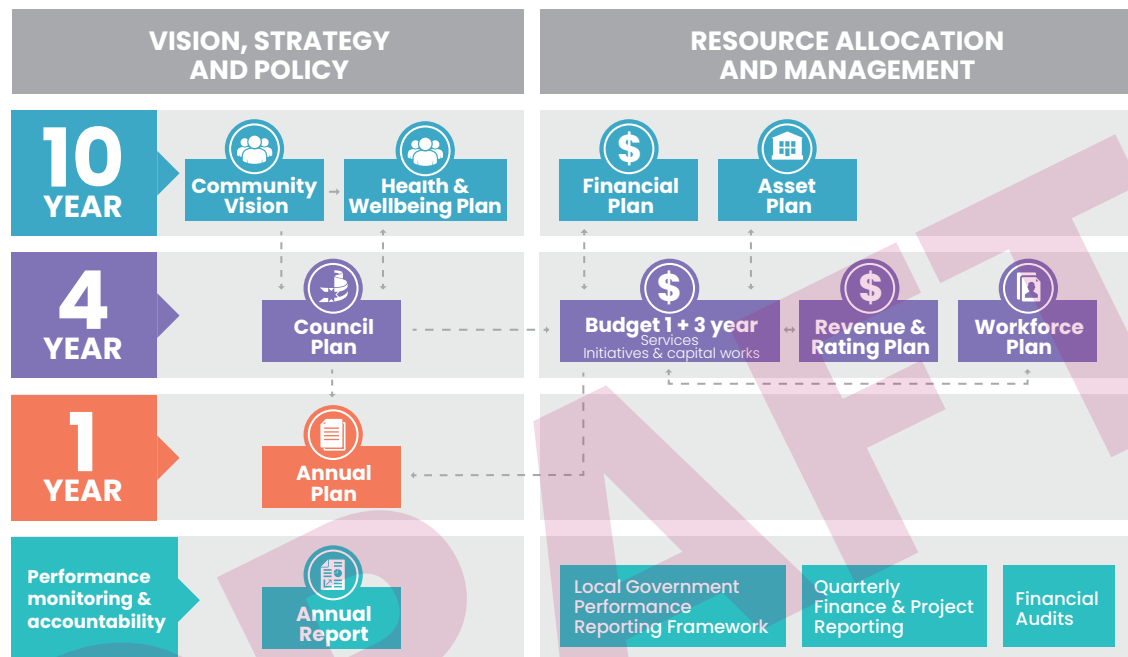
The *Victorian Public Health and Wellbeing Act 2008* requires all local governments to prepare a *Municipal Public Health and Wellbeing Plan* within 12 months of the council election. The *City of Ballarat Health and Wellbeing Plan 2021-2031* sets the health priorities for the municipality, outlines strategies to prevent or reduce public health issues and supports the community to achieve optimum health and wellbeing.

In this term Council has prepared a 10-year strategic plan supported by an annual action plan and will undertake evaluation and community engagement every four years to ensure the priority areas and strategies remain relevant. The longer-term plan reflects the sustained effort required to observe measurable changes in public health and wellbeing.

A community's health and wellbeing is determined by a complex interaction of individual characteristics, lifestyle behaviours, and physical, social and economic environments. This plan recognises the influence of these broader determinants (or domains) and outlines strategies to ensure a comprehensive approach to improving health and wellbeing outcomes for all residents.

VISION: The desired long-term outcome of the plan		
PRINCIPLES: Guide the way we work and the decisions we make		
<p>Health priorities</p> <p>The long-term goals we seek to improve, measured by long-term indicators</p>	<p>Priority groups</p> <p>Identification of specific groups in our community who require extra support to achieve equitable health outcomes</p>	<p>Liveability Domains</p> <p>The environment and conditions in which we live, learn, work and age that influence health, that are the focus of Council's actions and strategies, measured by medium-term indicators</p>

> City of Ballarat integrated strategic planning framework



How this plan was developed

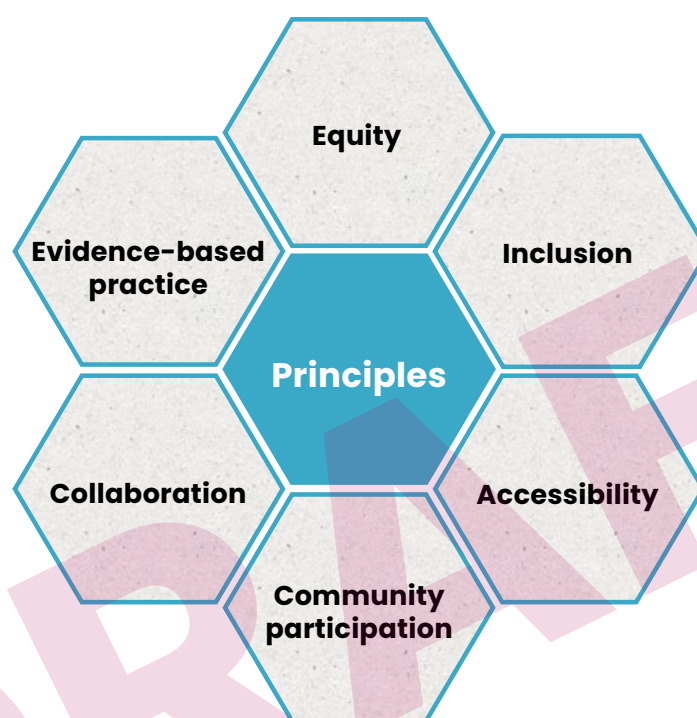
- Review of previous plan and analysis of process and outcomes
- Collaboration with external Health Partners group
- Preparation of a City of Ballarat Health and Social Profile and a City of Ballarat Youth Profile and analysis of evidence on local social determinants of health
- Analysis of community consultations for *Prosperity Framework* and *Active Ballarat*
- Discussions with staff on upcoming projects
- Analysis of community and stakeholder consultation process for *Ballarat: Our Future* as well as surveys of priority groups and targeted child and youth consultation projects
- Establishment of an Internal Working Group through an EOI process which was tasked with finalising priority areas and priority groups and developing strategies
- Participation in the development of shared priorities for the Central Highlands region

Vision

A connected, engaged and inclusive community, living safely and sustainably, with residents who are active, healthy and resilient.

DRAFT

Principles



> Equity

We will work to ensure everyone is treated fairly and with respect regardless of gender, ability, race or age, recognising that not everyone has the same opportunities, knowledge, skills and resources to achieve and maintain good health and wellbeing.

> Inclusion

We will work to ensure every member of our community feels valued, respected, supported, safe, can fully participate in community life, and benefits from social and economic inclusion (Community Vision 2021-2031).

> Accessibility

We will work to ensure equitable access for everyone, regardless of ability, experience, gender and culture.

> Community participation

We will work to ensure the participation of people and their communities in improving and controlling the conditions for their own health.

> Collaboration

We will strengthen alliances with partners that share common goals, values and approaches to strengthen capacity and improve integrated health promotion while reducing duplication and fragmentation.

> Evidence-based practice

We will make decisions based on the best available data, using evidence to identify potential benefits, harm and costs of any interventions and acknowledging that what works in one context may not be appropriate or feasible in another.



Health priorities

With many different environmental, societal and individual factors influencing a community's health and wellbeing, it can take a long time to achieve small improvements in health outcomes. Council will focus on six health priority areas which will be measured by long-term indicators.

> Selection of six priority health areas

Selection was based on:

- Requirement to consider the priorities in the *Victorian Public Health and Wellbeing Plan 2019-2023*
- Requirements under the *Climate Change Act 2017* and *Public Health and Wellbeing Act 2008*
- Examination of data on health and social issues in Ballarat
- Consideration of community and stakeholder input through the *Ballarat: Our Future* engagement which also informed the *Community Vision* and *Council Plan*, as well as from other recent community engagement processes
- Consultation with staff on future priorities and resourcing
- Consideration of current strategies and plans including the *Ballarat Strategy* which informs the *Municipal Planning Framework*
- Consideration of state policies, strategies and possible future funding opportunities
- The potential for the City of Ballarat to respond effectively within regulatory and legislative boundaries

Health Partners

The City of Ballarat works in partnership with a large number of stakeholders in the health, wellbeing and social services sector. We engage in regular networking with local organisations to ensure we can identify projects where partnering would offer the potential for better outcomes for the community.






In the area of health promotion and prevention, we work closely with a Health Partners group to ensure we stay informed of developments, strategies and programs which align with our shared health priorities.

Health Partners group: City of Ballarat, Ballarat Community Health, Ballarat Health Services, Central Highlands Primary Care Partnership, Department of Health and Human Services, Sports Central, Women's Health Grampians, YMCA and Western Victoria Primary Health Network.

The Central Highlands Primary Care Partnership has taken a lead role in developing shared priorities and evaluation measures for the Central Highlands region to ensure better outcomes using a collective impact approach. The shared priority areas are: 'increasing healthy eating' and 'increasing active living', with investigative work being undertaken to determine the best collective impact approach for 'tackling climate change and its impact on health' and 'improving mental wellbeing'.

> Tackling climate change and its impact on health

Central Highlands climate projections 2019

-  > Maximum and minimum daily temperatures will continue to increase over this century (very high confidence)
-  > By the 2030s, increases in daily maximum temperature of 0.9 to 1.7°C (since the 1990s) are expected
-  > Rainfall will continue to be variable over time; over the long term it is expected to decline in winter and spring (medium to high confidence) and autumn (low to medium confidence), with some chance of little change
-  > Extreme rainfall events are expected to become more intense on average (high confidence) but remain very variable in space and time
-  > By the 2050s, the climate of Ballarat could be more like the current climate of Hamilton

Source: Draft Grampians Region Climate Adaptation Strategy 2021-2025

Climate change can directly affect health by exposure to more frequent and intense extreme weather events such as heatwaves, floods, droughts and bushfires and the associated disruptions to work, home and social services. Indirect impacts include geographical changes to the spread of infectious diseases, risks to food safety and drinking water quality, increased pollen allergies, increased levels of family violence and reduced mental wellbeing.

The broader social determinants of health including housing, working conditions and food production are also adversely impacted with the most vulnerable community members affected the most, such as the elderly, young children, pregnant women, people with a chronic disease and low-income households.

Council has committed to reducing the organisation’s emissions, including seeking to purchase 100 per cent renewable energy, investing in LED street lighting and waste reduction initiatives, and increasing tree canopy cover to 40 per cent, as outlined in the *Carbon Neutrality and 100% Renewables Action Plan*. We will also be working with the community to move to an ‘in principle’ aspirational community-wide target of zero net emissions by 2030.

Across the Ballarat local government area there was an estimated 1.74Mt CO₂ emissions in 2019. The highest generators of emissions were electricity use (industrial 29 per cent, commercial 21 per cent, residential 14 per cent), followed by transport (17 per cent), gas (14 per cent), agriculture (3 per cent) and waste (2 per cent).¹

Climate change and sustainable practices were clearly identified by the community as one of the key issues of concern and urgent areas for improvement. This has informed the goal, ‘An Environmentally Sustainable Future’ in the *Council Plan 2021-2025*, with strategies such as adopting more sustainable practices, achieving zero emissions, reducing waste, supporting communities to be adaptive and resilient to climate change, and protecting and enhancing our biodiversity.

Key initiatives to reduce greenhouse gasses and adapt to the changing climate can also positively impact other health priorities: an increase in active transport reduces vehicle use which, in turn, reduces emissions, improves air quality and increases opportunities for physical activity; buying more locally produced food or growing your own food and composting reduces transport and packaging costs which, in turn, reduces emissions and waste.

1. Snapshot Climate

> Preventing all forms of violence

The impact of family violence not only impacts the physical and mental health of the victim but can extend to loss of housing, financial insecurity and reduced family or social supports. It can also be detrimental to the development and wellbeing of children exposed to the violence. Across Australia, some groups experience particularly high rates of violence. These groups include women and girls with disability, Aboriginal women, and women from culturally diverse backgrounds.

In Ballarat, 1,960 family violence incidents were recorded in 2019-20, with the rate of family violence incidents 34 per cent higher than state levels. In the period April to September 2020 during the COVID-19 pandemic, the rate of family violence in Ballarat increased 31 per cent when compared to the same period in the previous year, with more incidents associated with mental health issues and imminent or recent separations and fewer associated with alcohol and other drug use.²

Inequality between women and men is the key driver of gender-based violence. In partnership with other local stakeholders and guided by regional leadership from Women's Health Grampians, the City of Ballarat addresses family violence through a primary prevention approach, with a focus on policy, strategy, awareness and education to improve structural and organisational imbalances between women and men.

In the majority (75 per cent) of family violence incidents, women are the victims. Street or community violence primarily affects men. The City of Ballarat works closely with partners in the Ballarat Community Safety Partnership to develop place-based solutions to improve safety in the community.

> Increasing healthy eating

Our diet and the food environment have changed substantially over the past generation. Ease of access, affordability and the marketing of unhealthy food and drink choices, coupled with other socio-economic and environmental factors, strongly influence individual choice. The vast majority of Ballarat residents do not eat sufficient vegetables, fruit and wholegrain cereals and consume too many discretionary foods and drinks which are low in nutrients and high in saturated fat, sugar, salt or alcohol.

This shift has led to more than 62 per cent of adult males and nearly 43 per cent of adult females in Ballarat being overweight or obese, with obesity rates considerably higher than state levels. Poor diet has also contributed to high rates of cardiovascular disease, type 2 diabetes, some cancers, dental disease and poor mental health.³

Obesity is a complex problem and multiple strategies are required to address it. Organisations across the Central Highlands region are working together to provide healthier food environments, particularly for children and families. Key settings such as schools, sports and recreational environments, workplaces and health services are a focal point for stronger policies to encourage greater access to healthy food and drinks.

> Increasing active living

Regular physical activity is associated with good mental health, healthy ageing and increased levels of happiness. Incorporating any type of physical activity into each day not only improves physical and mental wellbeing, it can also help prevent many chronic diseases such as heart disease, cancer, diabetes and depression. In Ballarat around half the adult population do not get sufficient physical activity each week.³

Creating neighbourhoods which encourage walking and cycling is one of the most inclusive and effective ways to encourage people to be active. Walking or cycling to work, school, services or sport is called 'active transport' and provides a good opportunity to not only increase daily physical activity, but also to reduce car emissions and traffic congestion, particularly around schools. Being active in parks and natural environments has also been shown to have a beneficial impact on mental wellbeing while connecting people with their local neighbourhood.

For many people, sport and recreation provide opportunities for participating, spectating, coaching and volunteering and are an integral part of their social life. Sport and recreation associations and clubs can be an important setting for influencing and showing leadership on social and cultural issues such as reducing inequalities and discrimination. The City of Ballarat plans for, upgrades and maintains community sport and recreation facilities and works with sporting associations and clubs to promote flexible and accessible recreation opportunities.

2. Crime Statistics Agency

3. Victorian Population Health Survey 2017

> Improving mental wellbeing

Good mental health is an essential component of individual and community wellbeing. Feeling a sense of belonging, connecting to family and broader networks in the community and having capacity to contribute and be productive are all critical to mental health. Some community members are more vulnerable to poor mental health and illness due to unfavourable social, economic and environmental circumstances, leading to social isolation and loneliness. There is a large overlap of mental health conditions with chronic diseases such as cardiovascular disease, cancer, diabetes, problem gambling, alcohol and substance misuse. Conversely, healthy diet, physical activity and social connection are all very important for good mental health and key preventative factors for chronic diseases.

Although the prevalence is increasing, mental illness is not inevitable. Research shows a large proportion of cases of depression and anxiety, and some behavioural, alcohol and substance use disorders can be prevented by addressing the risk factors that drive mental health conditions.

Preventative mental health programs with strong evidence for positive outcomes include parenting support, social and emotional skill development and bullying prevention for young people, and social programs for older people.⁴

Across the state, females have higher rates of psychological distress, anxiety and depression than males. In Ballarat around 19 per cent of adult females reported a high or very high degree of psychological distress and 41 per cent reported they had been diagnosed with anxiety or depression in their lifetime. While this is high, it is within the range of the state average. Rates of psychological distress, anxiety and depression for males are significantly higher in Ballarat than the state average, with 17 per cent of adult males in Ballarat reporting a high or very high degree of psychological distress, and 31 per cent reporting they been diagnosed with anxiety or depression at some point in their lifetime. This is significantly higher than the state average on both measures.⁵

VicHealth conducted two surveys in relation to the impacts of COVID-19 and determined that the second lockdown caused a decline in life satisfaction, subjective wellbeing and social connection. VicHealth also identified specific population groups which experienced a greater level of hardship including young people aged 18-35 years, people on low incomes, unemployed, people with disability and Aboriginal or Torres Strait Islanders.⁶

The City of Ballarat maintains community, cultural, and sporting facilities that provide opportunities for people to socialise, connect, learn and participate. More work can be done to ensure more marginalised groups and individuals feel included and welcome in these spaces and by the broader community. Council's commitment to improving mental wellbeing is reflected in the goal, 'A healthy, connected and inclusive community' in the *Council Plan 2021-2025*, with strategies such as enhancing social cohesion, addressing isolation, and supporting vulnerable, diverse and age specific communities.

> Reducing harm from smoking, gambling, alcohol and other drugs

While smoking rates have been decreasing within the general community, tobacco is still the leading contributor to disease and death as it increases the risk of many common chronic diseases including cardiovascular disease and lung cancer. Children who live in a household with a smoker are significantly more likely to suffer from respiratory conditions. Although there has been a decrease in smoking rates over the past 30 years, this reduction has stalled in recent years and the rate can be as high as 40 per cent in some population groups including Aboriginal or Torres Strait Islanders and people on low incomes. In Ballarat the smoking rate for females (16.3 per cent) is slightly higher than for males (14.9 per cent). This is very different to the state average where males generally have much higher smoking rates than females. Ballarat also has a much higher rate of women smoking while pregnant (14.5 per cent compared to 8.3 per cent state wide). This can increase the possibility of a low birthweight baby.⁵

4. Evidence review: The primary prevention of mental health conditions

5. Victorian Population Health Survey 2017

6. VicHealth Coronavirus Victorian Wellbeing Impact Study: Follow-up survey

Gambling is known to cause emotional and psychological distress, financial and relationship difficulties, family violence, problems at work and criminal activity. It has been estimated that for each problem gambler, between five and 10 other people may be detrimentally affected such as family, friends and employers. In 2018-2019 \$57.5 million was lost on poker machines in Ballarat which equates to around \$157,600 every day. Each year, an average of \$683 per adult is spent on poker machines in Ballarat which is higher than the state average. While it is difficult to measure the extent of online gambling, there was a clear increase in take up by younger gamblers during the COVID-19 lockdown period in 2020.⁷

All organisations, workplaces and sporting clubs have a role to play in helping reduce the risk from gambling harm by raising awareness, reducing access at work, developing a gambling policy and supporting and educating staff to recognise the signs of gambling harm and how to respond.

Excessive alcohol and drug use can develop into a complex series of problems affecting not only individuals, but also their family, friends, employer and the broader community. It also contributes to many other community safety and health issues such as increased violence and an increased risk of accidents and injury. In Ballarat, around 40 per cent of women and 52 per cent of men binge drink (the consumption of excessive alcohol on a single occasion), while 58 per cent of women and 68 per cent of men drink more than the recommended amount regularly and over a long period of time. This increases the lifetime risk of alcohol-related harm.⁸

The ambulance attendance rates for illicit and pharmaceutical drug use in Ballarat show that the rate for pharmaceutical drug use by females is particularly high compared to state levels. Typical pharmaceutical drugs of concern are Fentanyl and Oxycodone. For males, the rate is higher for illicit drug use but it is not higher than the state average. Drug offences make up about 4 per cent of all crimes in Ballarat each year.⁹

Councils have a role to play in helping reduce alcohol and other drug-related harm by supporting and promoting alcohol and drug-free events, addressing place-based safety issues, and considering social impact when reviewing liquor licence applications.

7. Victorian Commission for Gambling and Liquor Regulation
8. Victorian Population Health Survey 2017
9. AoDStats by Turning Point

Priority groups

We recognise that not everyone has the same opportunities, knowledge, skills and resources to achieve and maintain good health and wellbeing. Council is committed to working towards greater health equity - one of the key principles of this plan - with a focus on strategies and actions that will benefit the health and wellbeing of all community members. This includes specific projects, programs and services targeted to priority groups which require extra support to achieve the same level of health and wellbeing and to targeted groups at key life stages and transition points.

> Aboriginal and Torres Strait Islanders

Indigenous communities experience significant disparities in health and wellbeing, with life expectancy for Aboriginal Victorians generally seven years lower than non-Aboriginal Victorians.¹⁰

The *Korin Korin Balit-Djak: Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027* sets a clear vision for self-determining, healthy and safe Aboriginal people and communities. The plan recognises the importance of Aboriginal people taking ownership, carriage and responsibility for designing, delivering and evaluating policy and services that affect their communities on their own terms.¹¹

For many years Aboriginal Victorians have been pushing for self-determination and their right to make decisions on matters that affect their communities. For Aboriginal people, self-determination encompasses a spectrum of rights which support economic, cultural and social equity. Within the *Victorian Aboriginal Affairs Framework 2018-2023*, the key enablers to making progress towards self-determination include prioritising culture, addressing trauma and supporting healing, addressing racism, promoting cultural safety, and transferring power and resources to Aboriginal communities.¹²

Cultural identity is a key enabler in achieving positive health and wellbeing outcomes for Aboriginal people. Acknowledging, respecting and celebrating connections to family, community, culture and Country is critical to Aboriginal wellbeing. The City of Ballarat supports National Apology Day, National Sorry Day, Reconciliation Week and NAIDOC Week. These events provide important opportunities for the Aboriginal community to celebrate their culture and for the non-Aboriginal community to gain a deeper understanding of and respect for Aboriginal culture.

Aboriginal communities have experienced significant intergenerational trauma as a result of colonisation, dispossession, child removal and many other discriminatory government policies. For Aboriginal people to engage and develop trust in the organisations and systems set up to support their wellbeing, this deep level of trauma must be acknowledged and healing must be supported.

Racism and discrimination towards Aboriginal people are entrenched due to historical structural systems which have excluded Aboriginal people, customs and traditions. Aboriginal people will be more able to participate fully in the community without fear of discrimination if services, businesses and community groups adapt to become more inclusive, culturally welcoming and accessible. Including Aboriginal people in policy development and decision-making will enable them to lead culturally safe lives.

In partnership with the local Aboriginal community and stakeholders, the City of Ballarat Koorie Engagement Action Group (KEAG) has developed the *City of Ballarat Reconciliation Action Plan*. This plan includes a vision for reconciliation by breaking down barriers and leading the way through better choices (employment, services and access to culturally safe places), resources (budget, procurement and capacity building) and voices (representation, language and engagement).

> Culturally diverse communities

People who were born in another country, speak a language other than English or practise a faith different to the majority of the community often face greater challenges around health and wellbeing. Discrimination and intolerance can reduce their ability to participate in the community and employment and can provide a barrier to accessing health and social services, leading to social isolation and mental health issues.

Ballarat is becoming more culturally diverse. At the last census in 2016, 89 different nationalities were recorded with around 10 per cent of the population born overseas. Since 2011 almost 70 per cent of migrants living in Ballarat have come to Australia through a skilled migration program and around 700 residents do not speak English at all.

Many culturally diverse residents struggle to find meaningful employment, with previous qualifications, education or training not always recognised. Negative community attitudes towards refugees, asylum seekers and migrants exacerbate the challenges involved in accessing affordable housing and using public transport. Those who speak no English or English as a second language face challenges, particularly around accessing health and social services.

10. Victorian Government Aboriginal Affairs Report 2019: Health and Wellbeing

11. Korin Korin Balit-Djak: Aboriginal health wellbeing and safety strategic plan 2017-2027

12. Victorian Aboriginal Affairs Framework 2018-2023

The *City of Ballarat Intercultural City Strategic Plan 2018-21* outlines four collaborative priority areas to encourage a more inclusive intercultural city: Responsive Services, Active Citizenship, Leadership and Advocacy, and Maximising and Valuing Diversity.

The City of Ballarat Intercultural Services team responds to requests and provides information on relevant migrant services such as childcare, health and social services and English language classes. Staff worked closely with local employers to place migrants in meaningful employment through the Intercultural Employment Pathways Program and we will continue to seek further funding in this area to support migrant employment and entrepreneurship opportunities.

Events, festivals and recognition of significant days can support culturally diverse communities by increasing awareness within the broader community and providing opportunities for the whole community to experience food, music, dance and ceremonies of other cultures. The City of Ballarat supports Harmony Fest, Refugee Week and Intercultural Cities Network activities and runs an Intercultural Ambassador Program.

Issues and opportunities related to Ballarat's culturally diverse communities are brought to the attention of Council through Council's Intercultural Advisory Committee and the Ballarat Friends of Ainara Community Committee as well as community organisations such as the Ballarat Regional Multicultural Council, Ballarat Community Health and the Centre for Multicultural Youth.

> LGBTIQ+ communities

Lesbian, gay, bisexual, trans and gender diverse, intersex, queer and/or questioning, and asexual (LGBTIQ+) people have a right to equality, fairness and full inclusion in the community. A recent comprehensive state-wide survey estimated that almost 10 per cent of the Ballarat population identifies as LGBTIQ+ and highlighted the discrimination and disparities in health and wellbeing that this diverse community experiences.¹³

One of the key health issues the LGBTIQ+ community faces is discrimination by other community members and services. In the past year, at a state-wide level, over 34 per cent of the LGBTIQ+ community experienced discrimination in the home (by a neighbour or at someone else's home), a hospital, a medical centre or a public place, compared to 16 per cent of the heterosexual, non-LGBTIQ+ community.

The LGBTIQ+ community experiences higher levels of psychological distress than the non-LGBTIQ+ community, with 24 per cent experiencing high or very high levels and 45 per cent having been diagnosed with depression or anxiety. Over 13 per cent of the LGBTIQ+ community experienced family violence in the past two years, compared to 5 per cent of the non-LGBTIQ+ community.

Other major issues the LGBTIQ+ community faces include safety in the community, privacy, confidentiality and stigma. When examining lifestyle risk factors, the LGBTIQ+ community has higher rates of smoking and chronic disease and undertakes lower levels of health checks (a specific example is LGBTIQ+ women aged 50-74 undertaking mammograms).

Structural barriers can also be very limiting to full participation in the community. An example is accessing public toilets which are segregated according to gender binary terms (female and male facilities). Some LGBTIQ+ community members may not feel safe or comfortable using them and this experience can be further compounded by the assumptions that other members of the public may make.

The focus of the work that the City of Ballarat is undertaking in this area includes establishing an LGBTIQ+ Advisory Committee, undertaking community engagement, supporting the development of an LGBTIQ+ Action Plan, working with key stakeholders such as Child and Family Services (CAFS) and the Central Highlands Primary Care Partnership, and participating in a Community of Practice with local stakeholders.

> People with disability

Disability is a very broad term. People with disability have different levels of impairment and individuals are affected to different degrees depending on the level of support provided by society to facilitate participation.

With one-in-five people having some form of disability, in Ballarat there is likely to be at least 22,000 people with disability including around 7,000 with severe or profound disability. Most people will be affected by disability to varying degrees at some stage in their life.

For some individuals, limited mobility can be a major barrier to physical access, with entry to and movement around spaces more difficult. For others, a lack of ability to hear, read, respond, see, comprehend or communicate in some way can be a major barrier to accessing important information.

¹³ The health and wellbeing of the LGBTIQ population in Victoria - Findings from the Victorian Population Health Survey 2017

A variety of communication methods are needed to support inclusion of everyone.

People with disability are more likely to experience poorer physical health and mental health, with one in three reporting high or very high levels of psychological distress and many reporting problems gaining timely access to appropriate health services, particularly for complex needs. Opportunities to participate in sport, recreation, events and community groups can be limited unless specific interventions are provided to increase accessibility and inclusion.

Other factors which can negatively impact the health and wellbeing of people with disability include housing with poor physical access, poor quality or insecure housing, lower rates of workforce participation, lower levels of education, poor or lack of public transport access, lack of affordability of public transport, and lack of pathway connections.

People with disability are more likely than people without disability to experience sexual or physical violence, intimate partner violence, emotional abuse or sexual harassment at some point in their lives. Community safety can be a major issue for people with disability due to discrimination and being the target of assault and other crimes.¹⁴

The focus of the work that the City of Ballarat Community Participation team is undertaking in this area includes facilitating the Disability Advisory Committee, supporting the implementation of accessible play spaces, increasing accessible events and engagement, providing access and inclusion guidance across other areas of Council to improve knowledge and skills, and partnering with a range of stakeholders including:

- Dementia Alliance
- Ballarat Working Together
- Central Highlands Inclusion Working Group
- Ballarat Mental Health Collective
- Central Highlands Advisory Group

The City of Ballarat is currently developing a new *Access and Inclusion Plan 2022-2025* with guidance from relevant state and federal strategies, the *Victorian State Disability Plan 2021-2025* and the new *National Disability Strategy*. Other areas of focus include accessible recreation, dementia-friendly communities, accessible and inclusive businesses, accessible and inclusive community engagement, and accessible housing.

> Gender

Gender inequities in economic and governance structures, business and sporting boards, media and communications influence access to resources and power and, in turn, health and wellbeing.

Major employment and income inequities faced by women include the pay gap, career and leadership opportunities, superannuation and flexible working conditions. Caring roles and responsibilities can lead to fewer working hours, insecure work and financial vulnerability. Gender inequity is one of the leading drivers of family violence which, in conjunction with other gendered issues, is one of the main reasons women and children become homeless. In Ballarat, women make up 58 per cent of people accessing specialist homelessness services.

Sport and recreation are important parts of our culture and can be a powerful vehicle for change. Increasing access and participation for women and girls can help change community attitudes, provide positive role models for young women and promote a culture of respect and fairness. As part of the *Active Women and Girls Strategy*, the City of Ballarat is building female-friendly facilities, developing the Ballarat Active Women's Leadership Network, supporting campaigns such as This Girl Can and Pride in Sport, and supporting active local women to become involved in leadership programs. The need for gender equity action plans at the sports club level is being addressed through the development of a *Recreation Services Fair Play Policy* and the provision of support for local clubs and associations to conduct gender impact assessments and develop their own gender equity action plans.

The City of Ballarat works closely with key local partners in the area of gender equity. Women's Health Grampians leads the regional Communities of Respect and Equality (CoRE) Alliance — an alliance of organisations, clubs and businesses in the Grampians region that share a vision for safe, equal and respectful communities. Sports Central — the regional sports assembly — works in conjunction with Women's Health Grampians to deliver the Act@Play program in sporting clubs and associations.

New requirements under the *Gender Equality Act 2020* require a gender impact assessment for all new and reviewed policies, programs and services that have a direct and significant impact on the public. City of Ballarat staff will be supported to conduct audits and undertake training to support gender equity work across the organisation.

¹⁴. *People with disability in Australia 2020: in brief*

> Early years and children

A healthy start in life is a key factor for ongoing wellbeing, and investing in the early years is the most effective way to give children the best opportunity for a healthy future. Starting a family is a major life transition and, for many families in Ballarat, this brings new issues such as isolation, the potential for mental health issues, and increased barriers to employment and study which can lead to reduced income and housing insecurity. For some families, a lack of knowledge or awareness of the importance of early childhood services and education may lead to disengaging from vital services due to barriers such as transport and digital access. Children are witness to or affected by family violence in 30 per cent of incidents. Ballarat has high rates of family violence, and Ballarat's teenage pregnancy rate, while declining in recent years, is almost twice the rate across the state.

The City of Ballarat Family and Children's Services team delivers a large range of programs and services designed to support the health and wellbeing of children and families. This includes programs funded by the Department of Families Fairness and Housing (DFFH) and the Department of Education and Training (DET) such as Supported Playgroups and Best Start which target families needing extra support. The team provides universal and enhanced Maternal and Child Health services, Sleep and Settling programs and First Time Parent groups, and coordinates and delivers a range of support services at Parent Place. In addition, it undertakes provisional and strategic planning to ensure equitable access to early years and family services across the municipality and into the future.

The team also directly delivers kindergarten, long day care, occasional and family day care programs, and contract manages a further 17 kindergartens which are owned by the City of Ballarat and operated by not-for-profit providers; administers the Central Kindergarten Registration Scheme for the municipality; plays a lead role in the roll-out of funded three-year-old kindergarten programs (from 2022) including provisional planning, infrastructure developments, promotion and access; and delivers childhood and school immunisation programs for the City of Ballarat and Golden Plains municipalities under a Shared Services Agreement.

The City of Ballarat is a signatory to the Child Friendly Cities and Communities Charter. This involves leading, advocating and implementing requirements relating to the charter, including increased participation by children in decision-making and enabling equitable access to child-friendly environments.

The team plans and delivers child-focused events for Children's Week, National Playgroup Week and the Ballarat Begonia Festival.

The *Municipal Early Years Plan* will be updated at the end of 2021 with current work guided and informed by the following: Early Childhood Reform Plan (Victorian Government), Early Years Compact (agreement between DFFH, DET and Municipal Association of Victoria), and the Marrung Aboriginal Education Action Plan.

Partnerships

Partnerships are essential for effective delivery of services and programs in this sector to ensure the health and wellbeing needs of children are addressed and favourable outcomes are achieved. With such a broad range of services and programs, the network of community and stakeholder partners is extensive:

- Sector leadership and membership – various groups and committees such as Ballarat 4 Kids
- Early Years partnership group – Best Start program
- Communities of Practice – Supported Playgroup program
- Ballarat Regional Multicultural Council partnership – Developing Our Children Together
- Child Friendly Cities and Communities Advisory and Network Groups
- Better Outcomes for our Koorie Kids Network
- Community Safety Working Group
- Central Highlands Integrated Family Violence Network
- The Orange Door – Enhanced Maternal and Child Health program nurse co-located with this program one day per week
- Parent Place partnerships – Ballarat Health Services community-based lactation consultancy, Ballarat and Grampians Community Legal Service, WRISC family violence outreach worker, CatholicCare parent educator
- Ballarat and Grampians Community Legal Service - outreach service to Maternal and Child Health program at Sebastopol Library
- Hospital Liaison Group/Continuity of Care Working Group
- Intensive Infant Response Panel
- Regional Immunisation Network
- Educational Leaders Network
- Early Years Network
- Access to Early Learning Network

> Young people

Young people move through a range of critical life transition periods and significant life experiences within a short period of time. While each transition can be physically and emotionally challenging, it can also present opportunities for growth and be a key period for learning about risky behaviours and setting up positive habits. This can contribute to good physical and mental health throughout life.

There are currently approximately 20,000 young people aged 12 to 24 living in Ballarat which is almost 18 per cent of the population. Each year, while Ballarat attracts large numbers of young people from surrounding municipalities for education and employment, it loses others to tertiary education and employment options, mainly in Geelong and Melbourne. According to the last census in 2016, around 1,800 more young people came to live in Ballarat than moved away.

Young people face a multitude of personal, community and societal issues. Each individual has different levels of support, guidance and influences to help them navigate these challenges. Key personal issues for young people include coping with stress, mental and physical health, body image, bullying, social connections and forming respectful relationships. Within the broader Ballarat community, major issues include underemployment, cybersafety, disengagement with school, housing insecurity, alcohol and other drugs and becoming young parents. Young people are also concerned about the lack of action by government on climate change and the environment, the impacts of COVID-19 on education and future prospects, and issues of equity and discrimination in the community.

Young people want to be included in discussions about issues they face and have the opportunity to influence decision-making that will impact them. For young people to engage and actively participate in the community, it is essential to seek and value their contribution by supporting youth-led programs and including young people on committees.

The City of Ballarat Youth Services team delivers a range of programs using a Positive Youth Development model. Programs focus on areas of learning and development, social connections, leadership, enterprise skills and recreation. The team facilitates volunteer programs including the Youth Council and FReeZA, and supports youth-specific and youth-led community events in the areas of music, arts, culture and recreation, and events centred around themes such as mental health and the environment.

Young people are actively involved in planning and delivering the annual Ballarat Youth Awards, and planning an event for Victorian Youth Week each year.

Partnerships

Community and stakeholder partnerships are essential for effective delivery of services and programs in this sector to ensure the health and wellbeing needs of young people are addressed and favourable outcomes are achieved. The network of partners includes:

- Ballarat Youth Services Network Committee of Support
- Youth Mental Health Community of Practice
- Centre for Multicultural Youth
- YMCA
- L2P Steering Group
- Ballarat Active Women's Leadership Network
- Community Safety Working Group
- Wendouree Renewal Project
- Young Creatives in Business
- Central Highlands Innovation and Entrepreneurship Network

Future work to be undertaken includes the development of a *Youth Strategy* and a feasibility study for a youth space.

> Older people

Ballarat has an ageing population. Currently around 26,000 residents are aged over 60 and by 2036 it is estimated that approximately 34,000 residents (one-in-four) will be aged over 60. Everyone has different experiences of ageing and different aspirations and hopes for how they live their life. Issues for people as they age may include increasing financial and physical vulnerability and insecurity around health and housing. A significant risk to ageing well is the loss of meaningful relationships and social networks that leads to social isolation and loneliness. Ageism is becoming increasingly recognised as a significant issue and an inhibitor to ageing well.

The World Health Organisation has declared 2020 to 2030 as the decade of healthy ageing, putting the spotlight on the need for individuals, governments and societies to make it a priority. Healthy ageing is about creating environments and opportunities that enable people to be able to do what they value throughout their lives. It extends across the lifespan and is relevant to everyone.

In 2018, we engaged with residents about what is important to grow older well in Ballarat. The priorities identified by our community include access to: services, transport and buildings; open spaces suitable for all ages; information so individuals can make their own decisions; social activities that keep people connected to their community; secure and affordable housing options; and safe and affordable meals.

Research shows that one of the most deeply held desires of older people is to remain in their homes and communities for as long as possible. The City of Ballarat provides a suite of support services in partnership with other tiers of government that focus on supporting people to stay safely and independently in their own homes. We also provide a Regional Assessment Service which is a whole-of-life needs and ability assessment to help identify areas of support required and discuss the goals an older person may wish to achieve to help reach independence and improve their overall wellbeing.

The City of Ballarat Ageing Well team is committed to making Ballarat a good place to grow older using an age-friendly community approach. Age-friendly cities and communities foster healthy and active ageing and enable wellbeing throughout life. They help people remain independent for as long as possible and provide care and protection when needed, while respecting older people's autonomy and dignity. The City of Ballarat partners with local organisations to provide age-friendly programs such as Social Connections, Staying Active and Meals (often referred to as Meals on Wheels) to meet the needs of our diverse community.

Creating age-friendly outdoor spaces where older people can engage in physical and social activities is an important part of the City of Ballarat's continuing commitment to making Ballarat an age-friendly community. In February 2021, the Seniors Exercise Park at Mount Pleasant Reserve was opened. The facility encourages older adults to engage in physical activity while enjoying being outdoors and in the company of others. The first of its kind in regional Victoria, it was developed in partnership between the City of Ballarat, the National Ageing Research Institute, Banyule Council and the State Trustee Foundation of Australia. The City of Ballarat is recruiting community ambassadors to encourage residents to participate in physical activity programs at the facility.

The City of Ballarat's future priorities include: developing and delivering an Age-Friendly Community Strategy for Ballarat; developing the social connections programs to facilitate connections to existing community programs; advocating for age-friendly program development within existing clubs and programs; and developing partnerships in the community to increase opportunities for residents as they age.

> Financially vulnerable

Financial wellbeing is essential for ongoing positive health outcomes. Financial vulnerability impacts decision-making in relation to health behaviours, reduces options in relation to healthy food access, education and employment prospects, transport and housing, and impacts participation in society.

Many factors influence financial wellbeing, including financial capability (knowledge and behaviours), financial inclusion (access to financial services and products), social capital (support from friends, relatives and community) and income (amount, stability and source).

At the time of the last census in 2016, over 8,700 Ballarat households had an income of less than \$650 per week. This included 32 per cent of households in Wendouree and Sebastopol which is far higher than the state average of 18 per cent.

Having a low or unstable income can reduce housing options. It can also create household stress that impacts the family or individuals as a result of having to limit goods and services such as healthy food, health care, transport and utilities. At the time of the last census, almost 40 per cent of households in Sebastopol were experiencing rental stress (households in the lowest 40 per cent of incomes who spend more than 30 per cent of income on housing costs), and over 4,000 households were experiencing rental stress across the municipality.

Financial vulnerability is a major reason for people experiencing food insecurity (unable to buy nutritionally adequate, culturally acceptable or safe foods from non-emergency sources like the supermarket or greengrocer). A recent analysis of local emergency food relief agencies estimated that 12 per cent of people in Ballarat had accessed emergency food relief at least once in a 12-month period. Potential ways to increase access to healthy food for people who are financially vulnerable include community gardens, shared edible gardens, school vegetable gardens, public fruit trees and food swaps.

The City of Ballarat delivers a range of free programs and services specifically targeted at people who are financially vulnerable in locations and at times designed to ensure easier access for those who are most in need. Examples include: the Western Bulldogs Sons and Daughters of the West programs (free 10-week health and wellbeing programs designed to support physical and mental health as well as social connections and linkages to local health services); targeted Early Years services and programs to support vulnerable

families; targeted support for eligible older people; and digital and financial literacy programs and support (as well as access to computers and Wi-Fi) at City of Ballarat libraries to increase access to services and information that may only be available online.

Many programs are place-based in areas of low socio-economic capacity, to ensure the community can become engaged in the project, build a greater level of community capacity and have input into decisions which impact their neighbourhood.

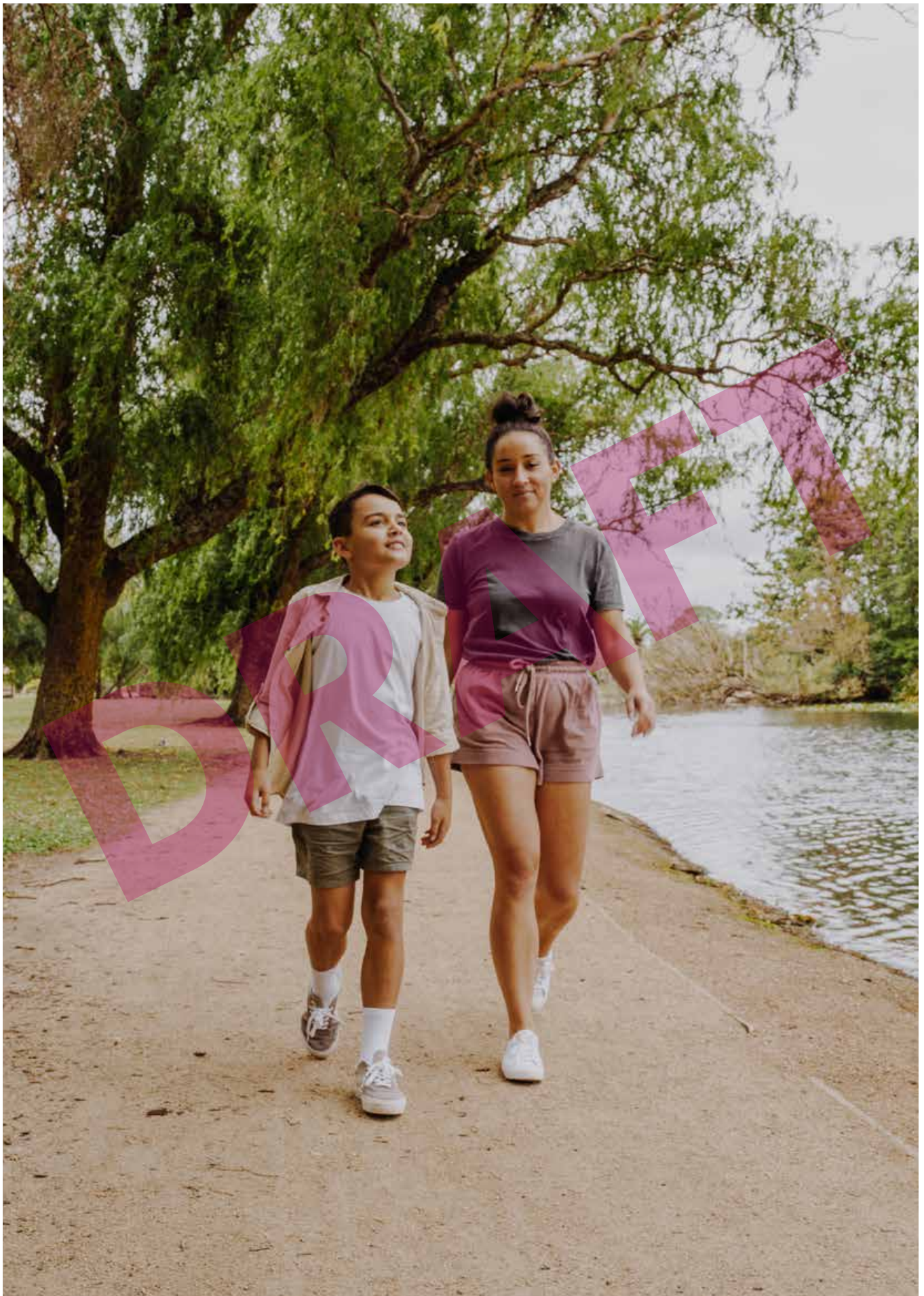
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➤ Liveability Domains

Liveability describes a place that is: *safe, attractive, inclusive, and environmentally sustainable; with affordable and diverse types of housing, public open space, local shops, health and community services, leisure and cultural opportunities; with opportunities for employment and education all accessible by convenient public transport, walking and cycling.**

*Lowe et al (2013), *Liveable, healthy, sustainable: What are the key indicators for Melbourne neighbourhoods?* Research Paper 1, Place, Health and Liveability Research Program, University of Melbourne



> Improving the environments that influence health and wellbeing outcomes

The factors that enhance liveability and make somewhere a desirable place to live also impact positively on the health and wellbeing of the community. The social determinants of health include the circumstances in which people are born, grow up, live, work and age, as well as the systems put in place to deal with illness. There is strong evidence that access, proximity and supportive environments can influence health and

wellbeing. For example, people who live close to a large park or open space are more likely to walk or exercise regularly, and people who live close to unhealthy food outlets are more likely to consume unhealthy food. The strategies outlined in this section detail the work that the City of Ballarat, working with partners, will undertake towards improving the social determinants of health and how we will measure improvement.

> Active transport

Outcome – All residents feel safe using walking and cycling paths more often, and have good access to public transport

Access to transport is a key factor contributing to liveability as it can influence a person’s access to services and ability to participate in society. Walking or cycling for transport – known as active transport – can significantly improve health and wellbeing outcomes by increasing daily physical activity and reducing car emissions and traffic congestion. Access to regular, reliable and

affordable public transport options is particularly important for people on low incomes, people with disability, young people and the elderly. Council’s commitment to supporting our community to increasingly choose active and public transport options is highlighted in the *Council Plan 2021-2025*, within the ‘An environmentally sustainable future’ goal and related strategies.

In the medium term we expect to see:

- Increased numbers of people using active transport for school, work or recreation
- Increased connectivity of walking and cycling paths

Relevant health priority areas

Increasing active living; tackling climate change and its impact on health; preventing all forms of violence; improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Increasing opportunities for walking and bike riding*	✓	✓	
Advocating improved public transport services and access		✓	✓
Connecting pedestrian and cycling routes to key destinations and public transport	✓		✓
Enhancing safety, amenity and accessibility for pedestrians and cyclists, and at bus shelters	✓		

*Strategies required as part of VicHealth partnership to encourage healthy environments and opportunities for children and young people

Indicators

- Walkability for Transport Index
- Average distance to closest public transport stop
- Number of users of cycle and walking paths
- Additional metres of footpaths and cycle paths

> **Community participation**

Outcome – All residents feel connected and engaged and actively participate in the community

Creating a socially inclusive community where all people feel welcome, valued and respected is a key factor in supporting good health and wellbeing. People who experience greater levels of discrimination – such as people with disability, the LGBTIQ+ community, culturally diverse communities and Aboriginal and Torres Strait Islanders – may not participate as fully in the community which may lead to increased social isolation. Creating opportunities for all residents to engage with Council programs, services and planning will support the development of more appropriate, relevant and targeted initiatives. Providing well-planned and accessible facilities

for residents to meet, learn and recreate in their local neighbourhood supports increased participation and satisfaction with their local area. Council’s commitment to increasing opportunities for community participation is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ and ‘A strong and innovative economy and city’ goals and related strategies.

In the medium term we expect to see:

- Increased engagement with the community, particularly priority groups
- Increased participation of community members in Council programs and events
- Increased access to Council facilities

Relevant health priority areas

Improving mental wellbeing; tackling climate change and its impact on health

We will do this by:	Deliver	Partner	Advocate
Building a proud and inclusive community*	✓	✓	
Embedding primary prevention for mentally healthy communities*	✓	✓	
Improving young people’s resilience and connection*	✓	✓	
Facilitating more solutions shaped by young people*	✓	✓	
Improving everyday creativity opportunities for more residents*	✓	✓	
Providing equitable and accessible community facilities, services and events	✓		
Embedding deliberative practice into City of Ballarat engagement with the community, with a particular focus on priority groups	✓	✓	
Building community capacity and opportunities for participation	✓	✓	
Supporting the community to share and promote sustainable practices	✓	✓	

*Strategies required as part of VicHealth partnership to encourage healthy environments and opportunities for children and young people

Indicators

- Social Infrastructure Index
- Hours of facility usage and bookings
- Number of library visits
- Number of residents engaged on City of Ballarat projects

> **Community safety**

Outcome – All residents feel safe and secure in their community

Gender inequity is the key driver of family violence. By addressing gender inequity within our governing, cultural and sporting institutions and raising awareness of the link between gender-based violence and inequity, we encourage greater participation and safety for women and girls. For the Aboriginal and Torres Strait Islander community, feeling culturally safe and welcomed in services and businesses is essential to increase access and participation in the community. Perceptions of safety are influenced by a range of personal, social and built environment factors and can limit people’s participation in physical and social activity within their local neighbourhoods. We can improve

the perception of safety for all residents and encourage opportunities for walking and socialising by providing neighbourhoods with good visibility, street lighting, built features that promote natural surveillance and clean public spaces. Council’s commitment to increasing community safety and creating healthy and safe spaces is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ and ‘A city that fosters sustainable growth’ goals and related strategies.

In the medium term we expect to see:

- Increased awareness of and action towards gender inequity as a key driver of family violence
- Increased awareness of and action towards inclusion and being culturally welcoming

Relevant health priority areas

Preventing all forms of violence; improving mental wellbeing; tackling climate change and its impact on health; increasing healthy eating; increasing active living

We will do this by:	Deliver	Partner	Advocate
Addressing family violence through a primary prevention approach	✓	✓	✓
Partnering with stakeholders to develop programs which increase community inclusion and cultural safety	✓	✓	✓
Using evidence and engagement practices to inform the delivery of key safety projects	✓		
Partnering with stakeholders to undertake emergency management planning	✓	✓	
Supporting businesses to provide an environmentally safe and compliant service for customers	✓		

Indicators

- Perception of safety through place-based surveys
- Participation in gender equity and bystander training
- Participation in library programs developed for the Aboriginal and Torres Strait Island community

> **Employment**

Outcome – Increased participation in diverse and meaningful employment

Secure, adequate and meaningful employment is essential for good health and mental wellbeing. The ability to independently finance access to basic needs such as housing and nutritious food supports a sense of self-worth and relationships with family and the broader community. Secure employment allows people greater choices and options in life and provides opportunities to support personal growth and expand social networks.

There are many groups in the community that have difficulty finding sufficient, regular and meaningful work which reduces their ability to participate fully in the community. Council’s commitment to supporting better employment outcomes for the community is highlighted in the *Council Plan 2021-2025*, within the ‘*A strong and innovative economy and city*’ and ‘*A city that fosters sustainable growth*’ goals and related strategies.

In the medium term we expect to see:

- Increased number of new businesses and jobs
- Increased rate of people from priority groups in the workforce
- Increased diversity of business and employment options

Relevant health priority areas
Improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Encouraging local economy investment	✓	✓	
Supporting the development of employment pathways in the community and at City of Ballarat	✓		
Supporting the development of community wealth-building through grant programs and procurement	✓		
Actively seeking to increase the number of creative industry professionals	✓	✓	

Indicators

- Annual increase in number of businesses
- Size of the workforce
- Number of residents placed in work through pathway programs
- Number of students and apprentices supported at Council

> Food

Outcome – Increased access to and consumption of safe, healthy, affordable foods through a sustainable local food system

Planning for healthy food environments includes good suburb design featuring supermarkets and other fresh food outlets in local neighbourhoods and providing and promoting healthy foods at community facilities and spaces, schools and workplaces. Encouraging a sustainable local food system includes protecting land for growing food, supporting local producers and alternative markets, encouraging community food and gardening groups and reducing food waste. Food insecurity can not only reduce physical and mental health and wellbeing but can limit participation in education, employment and the broader society. Many different Ballarat communities experience food insecurity, particularly groups such as the

unemployed, homeless, students, elderly, people with limited transport options, people with mental health issues and families fleeing domestic violence. Council’s commitment to ensuring healthy and affordable foods are available through sustainable local systems is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ goal and related strategies.

In the medium term we expect to see:

- Increased proportion of healthy foods and drinks available at facilities and events
- Improved sponsorship environment and influences for young people
- Increased participation in community food programs
- Improved access to healthy food for people who are food insecure

Relevant health priority areas

Increasing healthy eating; tackling climate change and its impact on health; improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Creating better food systems through Council policy*	✓	✓	
Protecting the community from harmful food and drink industries*	✓	✓	
Enhancing the skills required to grow and prepare healthy foods	✓	✓	
Protecting and promoting the local food system	✓		
Improving access to healthy and safe food for vulnerable community members	✓	✓	
Promoting the importance of a healthy diet	✓		
Encouraging sustainable practices to reduce food waste	✓		
Ensuring food businesses offer safe and suitable food for sale	✓		

*Strategies required as part of VicHealth partnership to encourage healthy environments and opportunities for children and young people

Indicators

- Percentage of sugary drinks sold at City of Ballarat-managed facilities
- Average distance from a resident's house to closest healthy food outlet (supermarket or greengrocer)
- Average distance from a resident's house to closest fast food outlet
- Number of community food programs

> **Health and social services**

Outcome – Increased access to and participation in health and social services, and greater awareness of and action towards preventative health and wellbeing

Good access and regular connection to health and social services is important for people to maintain a healthy life. Health and social services encourage screening for early detection of disease and provide health promotion information and support to help residents remain independent and participate in the community. Lifestyle choices and addictions can negatively impact health and wellbeing and may increase the risk of chronic disease. With smoking rates still very high among some groups, restricting the environments where smoking is allowed reduces the risk to others. All organisations and workplaces can play a role in

reducing gambling harm by building awareness of the problem, promoting avenues of support and offering alternative recreational options. The design and management of public spaces, local laws and response to liquor licence applications are factors that can help reduce the harm from long-term and excessive alcohol use in the community. Council’s commitment to supporting and improving community health and wellbeing is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ goal and related strategies.

In the medium term we expect to see:

- Increased awareness by young people on alcohol harm prevention
- Increased areas at City of Ballarat-owned facilities and spaces which are smoke free
- Increased participation in health and social services by priority groups

Relevant health priority areas

Reducing harm from smoking, gambling, alcohol and other drugs; improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Determining gaps in service delivery and advocating future health and social service needs and investment	✓		✓
Enabling the Smoke Free Communities program*	✓	✓	
Preventing alcohol harm at the local level*	✓	✓	
Utilising available planning and regulatory controls and promoting programs and information to support people at risk of harmful gambling	✓	✓	
Providing information and support for the community, particularly priority groups, to access services and screening and understand preventative health measures	✓	✓	
Providing early years services, with focused support for vulnerable families	✓		
Providing support services for eligible older residents	✓		

*Strategies required as part of VicHealth partnership to encourage healthy environments and opportunities for children and young people

Indicators

- Average distance to closest off-licence alcohol outlet
- Participation in City of Ballarat-run social alternatives to gambling
- Number of Council facilities with greater than minimum requirement smoke-free zones
- Participation in Sons and Daughters of the West programs

> **Housing**

Outcome – Increased access to diverse, affordable and sustainable housing

Secure, suitable and affordable housing is an essential factor in maintaining good physical and mental health. Housing unsuitability can be due to cost, size, location, accessibility, overcrowding or tenure insecurity and can have a significant impact on health and wellbeing. For low income earners, when housing costs make up more than 30% of their income, affordability becomes a problem and may lead to reduced levels of food security, healthcare and other basic needs. Housing diversity refers to a mix of housing types and lot sizes and encourages a more diverse range of residents and services within local neighbourhoods. It can support older residents

by providing more suitable and affordable options to remain in their local area. Good planning for sustainable housing and suburbs can reduce costs associated with resources, utilities and waste, improve public amenity and comfort, and increase walkability and community connections. Council’s commitment to supporting the development of affordable and diverse housing choices across the municipality and to ensuring a more sustainable focus in housing developments is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ and ‘A city that fosters sustainable growth’ goals and related strategies.

In the medium term we expect to see:

- Increased diversity of housing
- Increased population density in urban areas

Relevant health priority areas

Improving mental wellbeing; tackling climate change and its impact on health

We will do this by:	Deliver	Partner	Advocate
Encouraging housing diversity to ensure appropriate and affordable housing across all life stages	✓		
Supporting stakeholders to improve the quality and diversity of affordable housing		✓	
Supporting high quality housing which demonstrates best practice for sustainability, accessibility and healthy by design guidelines	✓		
Prioritising developments in urban areas to ensure greater access to services and transport	✓		

Indicators

- Percentage of dwellings that are government-owned or community housing
- Percentage of rental households in the bottom 40 per cent of incomes who spend more than 30 per cent of their income on housing
- Average dwelling density per hectare
- Percentage of 3+ bedroom dwellings

> Lifelong learning

Outcome – Increased access to educational and skill-building opportunities

Education and literacy are associated with a greater diversity of options, increased accessibility and better health outcomes. Education can provide the skills required to gain employment and security and to support participation in the community and access to health and social services. Ongoing literacy development provides continued access in the face of changing environments. Digital, health, financial and food literacy are areas where people in different stages of life can be supported to encourage greater independence and engagement

with these key areas of life. Council’s commitment to supporting lifelong learning opportunities for all residents is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’ goal and related strategies.

In the medium term we expect to see:

- Increased participation in early years services by children from priority groups
- Increased number of people accessing skills development and digital literacy programs
- Increased number of programs to support skill development in young people

Relevant health priority areas

Improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Providing community infrastructure to facilitate City of Ballarat and community learning spaces and hubs	✓	✓	✓
Planning for, delivering and facilitating early years learning and development	✓	✓	
Providing programs to increase digital literacy, support continuous learning and develop cultural understanding	✓	✓	
Supporting innovative programs which encourage skill development in young people	✓	✓	
Encouraging participation and engagement in learning opportunities provided by local organisations		✓	

Indicators

- Percentage of children vulnerable on one or more Australian Early Development Census domains
- Participation in library-based programs
- Number of skill development programs offered to young people

> **Open space and recreation**

Outcome – Increased access to and participation in active recreation and increased access to public open spaces

Public open space includes parks, gardens, nature reserves, recreational areas and civic spaces. It plays an important part in supporting residents to socialise, be physically active and make connections within their local neighbourhood. Living close to a park or garden has been shown to encourage more regular physical activity and improve mental wellbeing. Large open spaces have increased potential to attract a diverse range of people as they have the capacity to accommodate more facilities, walking and cycling paths and to support large gatherings. They can also support the preservation and promotion of biodiversity, and are essential in urban areas

for environmental and conservation purposes. Greening city spaces brings a multitude of benefits, from providing shade and cooler air to enhancing walkability, improving street appeal and providing a buffer between footpaths and traffic. Council’s commitment to providing, protecting and enhancing high quality open and recreation spaces is highlighted in the *Council Plan 2021-2025*, within the ‘A healthy, connected and inclusive community’, ‘An environmentally sustainable future’, ‘A city that fosters sustainable growth’, and ‘A city that conserves and enhances our natural and built assets’ goals and related strategies.

In the medium term we expect to see:

- Increased participation in sport and active recreation
- Increased tree canopy cover across the municipality

Relevant health priority areas

Increasing active living; tackling climate change and its impact on health; improving mental wellbeing

We will do this by:	Deliver	Partner	Advocate
Increasing inclusive sport and active recreation*	✓	✓	
Providing and promoting flexible, diverse and accessible recreation and leisure opportunities	✓	✓	
Planning, providing and maintaining sporting facilities and grounds and playspaces	✓		
Planning and developing new open space areas	✓		
Increasing tree planting across the city, with a focus on low socio-economic areas and public areas in the CBD	✓		

*Strategies required as part of VicHealth partnership to encourage healthy environments and opportunities for children and young people

Indicators

- Average distance to closest public open space larger than 1.5 hectares
- Annual number of trees planted
- Participation levels at Ballarat Aquatic & Lifestyle Centre

Appendices

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How Liveability Domains link to the Council Plan, health priorities and priority groups

LIVEABILITY DOMAINS >	Active transport	Community participation	Community safety	Employment	Food	Health and social services	Housing	Lifelong learning	Open space and recreation
COUNCIL PLAN GOALS									
An environmentally sustainable future	✓								✓
A healthy, connected and inclusive community		✓	✓		✓	✓	✓	✓	✓
A city that fosters sustainable growth			✓	✓			✓		✓
A strong and innovative economy and city		✓		✓					
A city that conserves and enhances our natural and built assets									✓
HEALTH PRIORITIES									
Tackling climate change and its impact on health	✓	✓	✓		✓		✓		✓
Preventing all forms of violence	✓		✓						
Increasing healthy eating			✓		✓				
Increasing active living	✓		✓						✓
Improving mental wellbeing	✓	✓	✓	✓	✓	✓	✓	✓	✓
Reducing harm from smoking, gambling, alcohol and other drugs						✓			
PRIORITY GROUPS									
Aboriginal and Torres Strait Islanders		✓	✓	✓		✓		✓	✓
Culturally diverse communities		✓	✓	✓		✓		✓	✓
LGBTIQA+ communities		✓	✓			✓		✓	✓
People with disability	✓	✓	✓			✓	✓	✓	✓
Gender	✓	✓	✓			✓		✓	✓
Early years and children	✓	✓	✓		✓	✓		✓	✓
Young people	✓	✓	✓	✓	✓	✓		✓	✓
Older people	✓	✓	✓	✓	✓	✓	✓	✓	✓
Financially vulnerable		✓	✓		✓	✓	✓	✓	✓

Community engagement process

Community engagement for the City of Ballarat *Health and Wellbeing Plan 2021-2032* was mainly undertaken as part of the *Ballarat: Our Future* community engagement process. This process informed the *City of Ballarat 2021 Integrated Strategic Planning Framework* which includes the *Community Vision* and *Council Plan*. Eight different survey and engagement tools were used to collect data over six weeks in February and March 2021, with 1,981 responses received.

The following community groups made submissions:

- Aboriginal community members at Ballarat and District Aboriginal Cooperative
- Ballarat African Association
- Ballarat Climate Action Co-op
- Ballarat Community Garden
- Ballarat Specialist School
- Buninyong and District Residents Association
- Buninyong Bowling Club
- Disability Advisory Committee
- Extinction Rebellion
- Friends of Ainaro Community Advisory Committee
- Friends of Canadian Corridor Inc
- Ingenia Lifestyle Parkside
- Spotlight on Sebastopol Reference Group

A further 50 responses were received as a result of targeted surveys distributed via Priority Group representatives. Results from the children's consultation and Kids Design Competition and feedback from the Youth Council were also considered.

An internal working group made up of staff representing 17 different City of Ballarat business units was formed to determine health priorities, priority groups and Liveability Domains and to develop strategies.

Monitoring and evaluation

The *City of Ballarat Health and Wellbeing Plan 2021-2031* outlines a range of goals and strategies which will be undertaken over the next ten years. In addition, detailed annual action plans will be prepared and made available as a separate document on the City of Ballarat website. Actions will include work to be undertaken by the City of Ballarat or in partnership with stakeholders and will be reviewed and updated annually, with progress reported back to the Department of Health and Human Services (DHHS). Review documents showing progress against actions will be publicly available from the City of Ballarat website.

As changes in health across the population can usually only be observed over an extended period of time, a range of indicators are used to monitor progress over both the medium and long-term. Medium-term indicators are used to measure the success of projects and their implementation. Long-term indicators are used to show progress against the health priorities we want to improve.

DHHS has developed a comprehensive *Public Health and Wellbeing Outcomes Framework* designed to track progress from a whole-of-state perspective. By using some of the same long-term indicators in this plan, outcomes can be measured in local communities and local government areas through to health regions and the whole state. The City of Ballarat will develop an evaluation framework designed to ensure we continuously reflect on and learn from the work undertaken for this plan.

Due to the breadth and scope of this plan, specific projects will be selected for evaluation of their process and project outcomes. Evaluation will be based on the following questions:

- Has this project achieved the desired change?
- Is this project having the influence we expected?
- Have we done what we said we would do?
- What worked well and what needs improvement?
- How effective is our planning?

> Measuring progress against medium-term outcomes using Liveability Domains

	Indicator	Source*	Baseline/ percentile
Active transport	Walkability for Transport Index – LGA level	AUO	0.5/61
	Average distance to closest public transport stop – LGA level		378m/34
	Additional metres of footpaths and cycle paths	City of Ballarat	
	Number of users of cycle and walking paths		
Community participation	Social Infrastructure Index	AUO	5.6/46
	Hours of facility usage and bookings	City of Ballarat	
	Number of residents engaged on City of Ballarat projects		
	Number of library visits		
Community safety	Perception of safety through place-based surveys	City of Ballarat	
	Participation in gender equity and bystander training		
	Participation in library programs developed for the Aboriginal and Torres Strait Islander community		
Employment	Annual increase in number of businesses	ABS	278 (3.1%)
	Size of the workforce		54,213 (Sept 2020)
	Number of new residents placed in work through pathway programs	City of Ballarat	
	Number of students and apprentices supported at City of Ballarat		
Food	Average distance to closest healthy food outlet (supermarket or greengrocer)	AUO	1370m/40
	Average distance to closest fast food outlet		1395m/52
	Number of community food programs	City of Ballarat	
	Percentage of sugary drinks sold at City of Ballarat-managed facilities		
Health and social services	Average distance to closest off-licence alcohol outlet	AUO	1011m/50
	Participation in City of Ballarat-run social alternatives to gambling	City of Ballarat	
	Number of City of Ballarat facilities with greater than minimum requirement smoke-free zones		
	Participation in Sons and Daughters of the West programs		
Housing	Percentage of dwellings that are government-owned or community housing	AUO	4.8/71
	Percentage of rental households in the bottom 40% of incomes who spend more than 30% of their income on housing		24.2/54
	Average dwelling density per hectare		9/16
	Percentage of 3+ bedroom dwellings	ABS	84%
Lifelong learning	Percentage of children vulnerable in one or more AEDC domains	AEDC	19.6%
	Participation in library-based programs	City of Ballarat	1395m/52
	Number of skill development programs offered to young people		
Open space and recreation	Average distance to closest public open space larger than 1.5 hectares	AUO	409m/72
	Annual number of trees planted	City of Ballarat	
	Participation levels at Ballarat Aquatic and Lifestyle Centre		

*Source: AUO – RMIT Australian Urban Observatory (note: measurements taken of urban settlements of Ballarat), ABS – Australian Bureau of Statistics, AEDC – Australian Early Development Census

> Measuring progress against long-term health priorities

	Indicator	Source*	Baseline/ percentile	Year
Tackling climate change and its impact on health	Proportion of tree canopy cover	City of Ballarat	17%	2018
	Annual corporate emissions		35,697t/year	2019-20
	Potable water consumption per person		2.3KL/capita	
	Total CO ₂ emissions across LGA	Snapshot	1.74Mt	2019
	Estimated installed capacity across LGA – solar	PV	47225kW	
Preventing all forms of violence	Rate of family violence incidents	CSA	1758/100,000	2019-20
	Rate of assaults that occur in high alcohol hours – females	AoDStats	11.8/10,000	2017-18
	Rate of assaults that occur in high alcohol hours – males		13.7/10,000	
	Proportion of adults who feel safe walking alone in their local area after dark	VIS	41.9%	2015
	Low gender equality score		35%	
Increasing healthy eating	Proportion of adults who consume 3-4 serves of vegetables daily	VPHS	28.6%	2017
	Proportion of adults who consume sugar-sweetened drinks daily		11.2%	
	Proportion of adults who eat takeaway meals or snacks more than once per week		16.7%	
	Proportion of adults who are overweight or obese – females		42.7%	
	Proportion of adults who are overweight or obese – males		62.1%	
Increasing active living	Proportion of adults who are sufficiently physically active	VPHS	46.1%	2017
	Proportion of young people who do the recommended amount of physical activity every day	VSHAWS	20.7% (CH)	2018
	Number of people who walk or cycle to work	ABS	904	2016
Improving mental wellbeing	Proportion of adults who belong to an organised community group	VPHS	Sports – 32.3% Religion – 22.0% School – 19.0% Professional – 29.6% Other – 23.9%	2014
	Proportion of adults who report that their life is worthwhile (low or medium scores)		18.2%	2017
	Proportion of adults who have high or very high levels of psychological distress		17.9%	
	Proportion of adults who are definitely able to get help from neighbours if needed		48.7%	2014
Reducing harm from smoking, gambling, alcohol and other drugs	Proportion of adults who are current smokers – females	VPHS	16.3%	2017
	Proportion of adults who are current smokers – males		14.9%	
	Proportion of adults with increased lifetime risk of alcohol-related harm		45.9%	
	Average loss per person per year on the EGMs	VCGLR	\$683	2018-19
	Rate of pharmaceutical drug-related ambulance attendance rates – females	AoDStats	316.5/10,000	
	Rate of pharmaceutical drug-related ambulance attendance rates – males		196.0/10,000	

*Source: Snapshot – Snapshot Climate, PV – Mapping Photovoltaic Installations, CSA – Crime Statistics Agency, AoDStats – Turning Point: Alcohol and other Drugs Statistics, VIS – VicHealth Indicator Survey, VPHS – Victorian Population Health Survey, VSHAWS – Victorian Student Health and Wellbeing Survey, CH – Central Highlands region, ABS – Australian Bureau of Statistics, VCGLR – Victorian Commission for Gambling and Liquor Regulation

Legislative requirements

The *Victorian Public Health and Wellbeing Act 2008* requires all local governments to prepare a *Municipal Public Health and Wellbeing Plan* within 12 months of the council election. The Act aims to achieve the highest standards of public health and wellbeing by:

- Protecting public health and preventing disease, illness, injury, disability or premature death
- Promoting conditions in which people can be healthy
- Reducing inequalities in the state of public health and wellbeing

A *Municipal Public Health and Wellbeing Plan* sets the health priorities for the municipality, outlines strategies to prevent or reduce public health issues, and supports the community to achieve optimum health and wellbeing.

The *City of Ballarat Health and Wellbeing Plan 2021-2031* outlines the extensive work undertaken by various units which positively impacts the health and wellbeing of the local community.

In accordance with the *Act*, this plan:

- Has regard to the *Victorian Public Health and Wellbeing Plan 2019-23* and its priorities
- Includes an examination of data about health status and health determinants in the municipal district
- Provides for the involvement of local community members in the development, implementation and evaluation of the plan
- Specifies how City of Ballarat will work in partnership with the Victorian Department of Health and Human Services and other agencies to undertake public health initiatives, projects and programs to accomplish the goals and strategies identified in the plan
- Identifies goals and strategies based on available evidence designed to create a local community where people can achieve maximum health and wellbeing
- Specify measures to prevent family violence and respond to the needs of victims of family violence in the community
- Be consistent with the *Council Plan* prepared under section 90 of the *Local Government Act 2020*

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