

Council Meeting

Agenda

25 August 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 in the days following the meeting.

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

PUBLIC SUBMISSIONS

1. Due to COVID-19 restrictions around public gatherings the following has been put in place.
2. Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
3. Submissions must also be submitted in writing to governance@ballarat.vic.gov.au by no later than 4.30pm on the day of Council meeting; and limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council.
4. If you would like to make your submission personally at the Virtual Council Meeting, please contact governance@ballarat.vic.gov.au to arrange this.

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The next Meeting of the Ballarat City Council will be held on Wednesday 22 September 2021.

1. OPENING DECLARATION

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

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

2. APOLOGIES FOR ABSENCE

3. DISCLOSURE OF INTEREST

4. MATTERS ARISING FROM THE MINUTES

5. CONFIRMATION OF MINUTES

6. PUBLIC QUESTION TIME

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

QUESTION TIME

1. Question time has been altered for the City of Ballarat's 25 August 2021 Council meeting due to the COVID-19 restrictions.
2. To ensure the public can still participate in question time, they are asked to now submit their questions in writing.
3. However, no person may submit more than two questions at the 25 August 2021 meeting.
4. The questions must be in English, must be 75 words or less and not include a preamble, other additional material, or multiple parts.
5. Questions must be submitted via email to governance@ballarat.vic.gov.au by no later than 4:30pm on the day of the Council meeting.
6. Question Time will be for a period of 30 minutes.
7. A question may be disallowed if the chair determines that it:
 - Relates to a matter outside of Council's responsibility;
 - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in
 - language or substance;
 - Deals with a subject matter already answered;
 - Is aimed at embarrassing a Councillor or a member of Council Staff;
 - Contains Confidential information; or
 - Security reasons.
8. A Councillor or the Chief Executive Officer or their delegate may require a question to be taken on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question.
9. A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and explain the reason why.

7. CHIEF EXECUTIVE OFFICER REPORT

7.1. CHIEF EXECUTIVE OFFICER REPORT

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

PURPOSE

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

BACKGROUND

2. The City of Ballarat's Council is responsible for setting the municipality's strategic direction. The City of Ballarat's CEO is Council's sole employee and establishes the organisational structure and resource allocation to achieve Council's objectives. This operational report provides greater detail about organisational activities and service delivery issues.

KEY MATTERS

Key achievements, projects and events delivered

3. Top Tourism Town Award

Ballarat was awarded Gold in the Victorian Tourism Industry Council (VTIC) 2021 Victorian Top Tourism Town Awards. The awards are decided through both a judging panel and a public online vote and are a strong indication of Ballarat's ongoing development as a fantastic Victorian tourism destination.

4. Revised Binney Reserve tree removal strategy

Following community consultation in late 2020, a revised Black Hill Binney Reserve tree removal and landscape reinstatement plan was developed in response to a reserve independent audit which recommended pine tree removal due to a public safety risk. The updated plan has considered community feedback about the loss of the reserve's trees and now proposes their removal in two stages over two years.

5. WBBL festival unveiled

The Melbourne Renegades will return to Ballarat as part of a four-match WBBL festival. The Renegades will be joined by the Melbourne Stars, Sydney Thunder and Perth Scorchers, who will also play in the Ballarat festival in November. The action-packed weekend is being delivered in partnership with the State Government and the City of Ballarat and will be a boost for local tourism and the broader regional economy.

6. Doug Dean Reserve cricket facilities upgrade

A project to support cricket players from all ages and backgrounds has had a State Government boost. The project to construct a new Doug Dean Reserve outdoor cricket training facility has received \$100,000 from the State Government's 2020-21 Community Cricket Program. The \$363,506 City of Ballarat project will see the construction of four

cricket training bays, made up of three new club cricket nets with retractable netting and pitches, and one community accessible net and pitch.

7. Extra AFL match welcomed

Ballarat welcomed an extra AFL match played at MARS Stadium in round 17 between the GWS Giants vs Gold Coast Suns on Sunday 11 July, as well as the rescheduled round 20 AFL match between the Western Bulldogs and Adelaide on Saturday 31 July.

8. Another door opens for Ballarat tourism

A large-scale, interactive, maze-like installation will be installed in the Armstrong Street South space between the Ballarat Town Hall and Myer. Art installation *1000 Doors – Door Within a Door* has been created by artists Christian Wagstaff and Keith Courtney, who were the masterminds behind the highly successful *House of Mirrors*, now located at MONA in Hobart, Tasmania. The \$100,000 funding for *1000 Doors* has been received through Regional Development Victoria's Regional Recovery Program. Ballarat Regional Tourism received the funding, in partnership with the City of Ballarat.

9. NAIDOC Week opening

For the first time in more than 20 years, the NAIDOC Week flag raising ceremony took place at Viewpoint, Lake Wendouree. The flag poles will be a new permanent location for Ballarat's Aboriginal and Torres Strait Islander Flags, a continual acknowledgement of the land's Traditional Owners. The theme for this year's NAIDOC Week was Heal Country – which calls for stronger measures to recognise, protect and maintain all aspects of Aboriginal and Torres Strait Islander culture and heritage.

10. Sustainable fashion event

Ballarat youth, supported by City of Ballarat Youth Services, held a sustainable and ethical fashion event, including a giant clothes swap and upcycling workshops to encourage people to learn how to mend and revamp their own clothes sustainably. Event youth organiser Eloise Amirtharajah said the clothing industry was one of the major pollution contributors, being responsible for 20 per cent of the world's wastewater and close to 10 per cent of global emissions.

11. Latest tourism visitation figures released

The latest Tourism Research Australia visitation statistics have shown the year-on-year impact of COVID-19 on Ballarat's visitor economy. The numbers are clear, Ballarat's recovery lies in Ballarat locals inviting their friends and relatives to visit. Ballarat's tourism sector experienced strong numbers in December 2020, January, and March 2021. Both the City of Ballarat and Ballarat Regional Tourism stressed the importance of the visiting friends and relatives' market to local tourism recovery.

12. New Black Hill Reserve location markers

New Black Hill Reserve location markers have been installed to assist emergency services to navigate the area quickly. The Black Hill Reserve has become increasingly popular with cyclists and hikers alike, who wish to be challenged by the rough terrain, but which can make it difficult for Emergency Service personnel to navigate and attend to injured parties.

13. LGBTIQA+ Advisory Committee to be formed

The City of Ballarat is calling for Expressions of Interest for its inaugural LGBTIQA+ Advisory Committee. The establishment and resourcing of the Advisory Committee was endorsed at the 28 April Council Meeting with the Terms of Reference endorsed at the 23 June Meeting. The Committee will be the Council's primary reference group in matters relating to gender and sexuality-inclusive policies, strategies, services and activities. Importantly, some of the objectives of the Committee will be to advise Council on how to

communicate, engage and consult with LGBTIQ+ communities as well as how to build community cohesiveness and inclusivity.

14. Second Meals on Wheels site established

A second Meals on Wheels site has been established at the Eureka Centre in Ballarat to ensure continuity of service to our most vulnerable in the community. The workforce bubble means if one Meals on Wheels site or team becomes impacted by COVID-19, Ballarat City Council has a backup site to continue the delivery of meals to clients by its Ageing Well team and volunteers. The service currently delivers 1250 meals per week.

Ongoing community consultation

15. Ballarat Station Southside Precinct

Help us shape the vision for this important piece of work that will improve the amenity of this precinct and reinforce the Ballarat Station as a destination for travellers and a point of entry to Ballarat for the many people that visit by train. This is an urban renewal project that seeks to protect and celebrate the Railway heritage and provide opportunities to develop and renew the precinct.

OFFICER RECOMMENDATION

16. That Council:

16.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

1. Governance Review [7.1.1 - 1 page]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8. OFFICER REPORTS

8.1. COUNCIL PLAN

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

PURPOSE

1. The purpose of this report is to present Council with the proposed City of Ballarat Council Plan 2021-2025 for adoption.
2. Note changes made to the draft Council Plan 2021-2025 following consideration of submissions.

BACKGROUND

3. The Local Government Act 2020 (the Act) provides a Council:
 - Must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement principles.
4. The Act states a Council Plan must include:
 - The strategic direction of the Council;
 - Strategic objectives for achieving the strategic direction;
 - Strategies for achieving the objectives for a period of at least the next 4 financial years;
 - Strategic indicators for monitoring the achievement of the objectives;
 - A description of Council's initiatives and priorities for services, infrastructure and amenity;
 - Any other matters prescribed by the regulations.
5. The Act specifies a Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.
6. The Act specifies that the Council Plan has effect from 1 July in the year following a general election.
7. This Council Plan was heavily informed by the Ballarat Our Future community engagement process, and the deliberative engagement process, and states Council's initiatives to deliver upon the Community Vision 2021-2031.
8. The draft Council Plan 2021-2025 was made publicly available and open to community submissions from 23 June 2021 until 9am 19 July 2021.

KEY MATTERS

9. Council received seven written submissions to the draft Council Plan 2021-2025 and none of the submitters chose to present their submission verbally at the Unscheduled Council Meeting on 21 July 2021.
10. Council has had the opportunity to consider the submissions and note some changes to the draft plan to be included into the final plan.
11. The proposed changes are outlined as follows:
 - a. Under Goal 1 and Council's role to facilitate, replace the wording in dot point 1 from 'an interim target set to 2030' to 'an aspirational target of net zero emissions by 2030'.
 - b. Within Goal 4 and Council's role to deliver, replace the wording in dot point 7 to 'Property and land portfolio management policy to ensure Council has options to meet community needs and expectation'.
 - c. Within Goal 5, add further detail around the competitive advantage of Ballarat as a University town.
 - d. Under the annual plan item 4.2 change dot point 1 replace wording with 'Continue to progress with the Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form heritage controls can better balance heritage and urban character'.

OFFICER RECOMMENDATION

12. That Council:

- 12.1. **Adopt and approve the Council Plan 2021-2025 in accordance with section 90 of the *Local Government Act 2020*.**

ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. Council Plan 2021–2025 [8.1.2 - 76 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The *Council Plan 2021-2025* directly outlines how Council will deliver upon the *Community Vision 2021-2031*.

COMMUNITY IMPACT

2. The *Draft Council Plan 2021-2025* has a direct impact on our community. This plan outlines Councils direction, objectives and initiatives over the next four financial years that it intends to deliver for our community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. The climate emergency and environmental sustainability are reflected within the guiding principle 'environmental sustainability'. Council will seek to lead in sustainable practice. We will consider how our ideas and actions will impact the environment and work to reduce our impact on climate and promote sustainability.
4. Goal 1 of the *Council Plan 2021-2025* 'an environmentally sustainable future' outlines Councils commitment and initiatives towards ensuring we strike the appropriate balance between using resources whilst preserving the health of the environment.
5. Sustainable development is also recognised through Councils recognition of the importance of the realisation of the United Nations Sustainable Development Goals which have been reflected throughout the *Council Plan 2021-2025*

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. Economic sustainability is reflected within Goal 5 of the *Council Plan 2021-2025* 'a strong and innovative economy and city'. This goal outlines how Council will achieve economic sustainability for Ballarat in collaboration with key stakeholders across the community.
7. Economic sustainability is also reflected within Councils recognition of the importance of the realisation of the United Nations Sustainable Development Goals, in particular goal 8: decent work and economic growth, goal 9: industry, innovation an infrastructure, and goal 11: sustainable cities and communities.

FINANCIAL IMPLICATIONS

8. The *Council Plan 2021-2025* reflects the initiatives Council will undertake over the next four financial years, and the annual plan describing detailed actions to be undertaken within the current financial year.
9. The *Council Plan 2021-2025* and annual plan is integrated with Council's budget and long-term financial plan processes.

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LEGAL AND RISK CONSIDERATIONS

10. Throughout the development, and in future implementation of the Council Plan, Council has and will ensure that the safety and risk of our community, environment and staff will be minimised, monitored and addressed.

HUMAN RIGHTS CONSIDERATIONS

11. 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

12. The *Council Plan 2021-2025* was developed following the *Ballarat: Our Future* community engagement process.
13. The *Ballarat: Our Future* engagement process included the deliberative engagement process as required in Section 90 of the *Local Government Act 2020*.
14. Written submissions were sought on the *Draft Council Plan 2021-2025* from 23 June 2021 to 19 July 2021. A total of seven submissions were received.

GENDER EQUALITY ACT 2020

15. There are gender equality implications identified for the subject of this report, with objectives outlined within the *Council Plan 2021-2025* identifying opportunities for and Council's commitment to gender equality.
16. Gender equality is also reflected in our recognition of the importance of the realisation of the United Nations Sustainable Development Goals, in particular goal 5: gender equality.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL



CITY OF BALLARAT
Council Plan
2021–2025





City of Ballarat - 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.

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

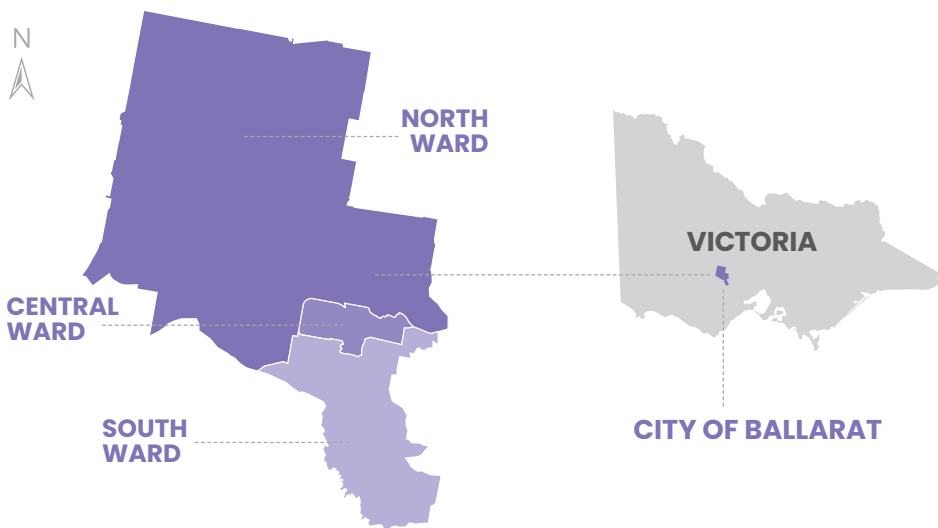


 The intersection of the Glenelg Highway, Wiltshire Lane and Cherry Flat Road, Smythes Creek, looking east towards Mount Warrenheip

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

Source: remplan



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

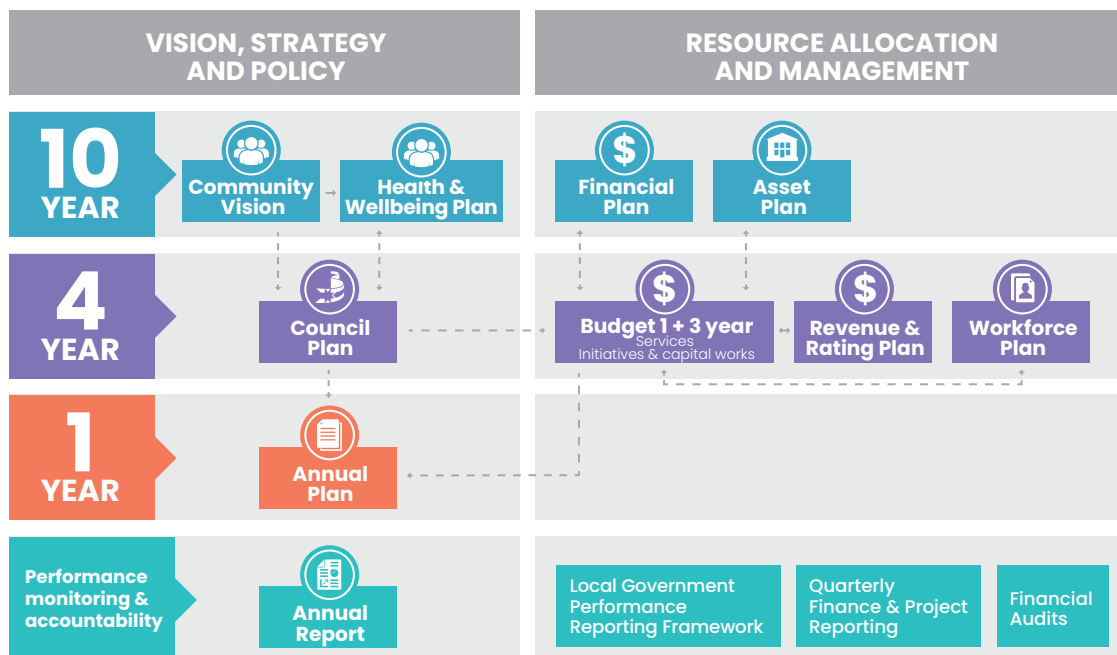
Purpose

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* is a key part of the City of Ballarat’s integrated strategic planning framework as set out below.

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*.

> 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.

> 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.

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.

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.

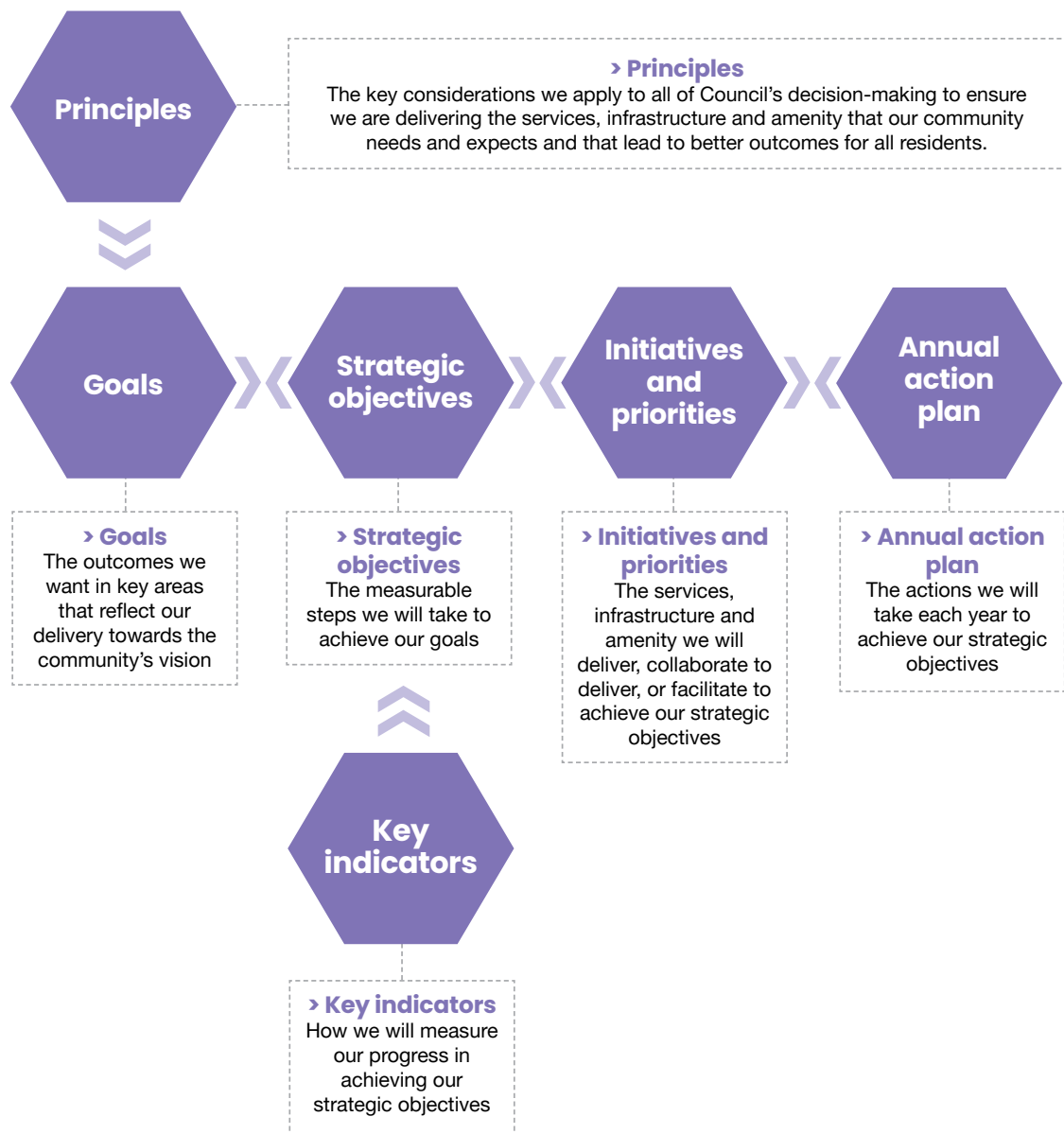
At its heart are the [17 Sustainable Development Goals \(SDGs\)](#), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education,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

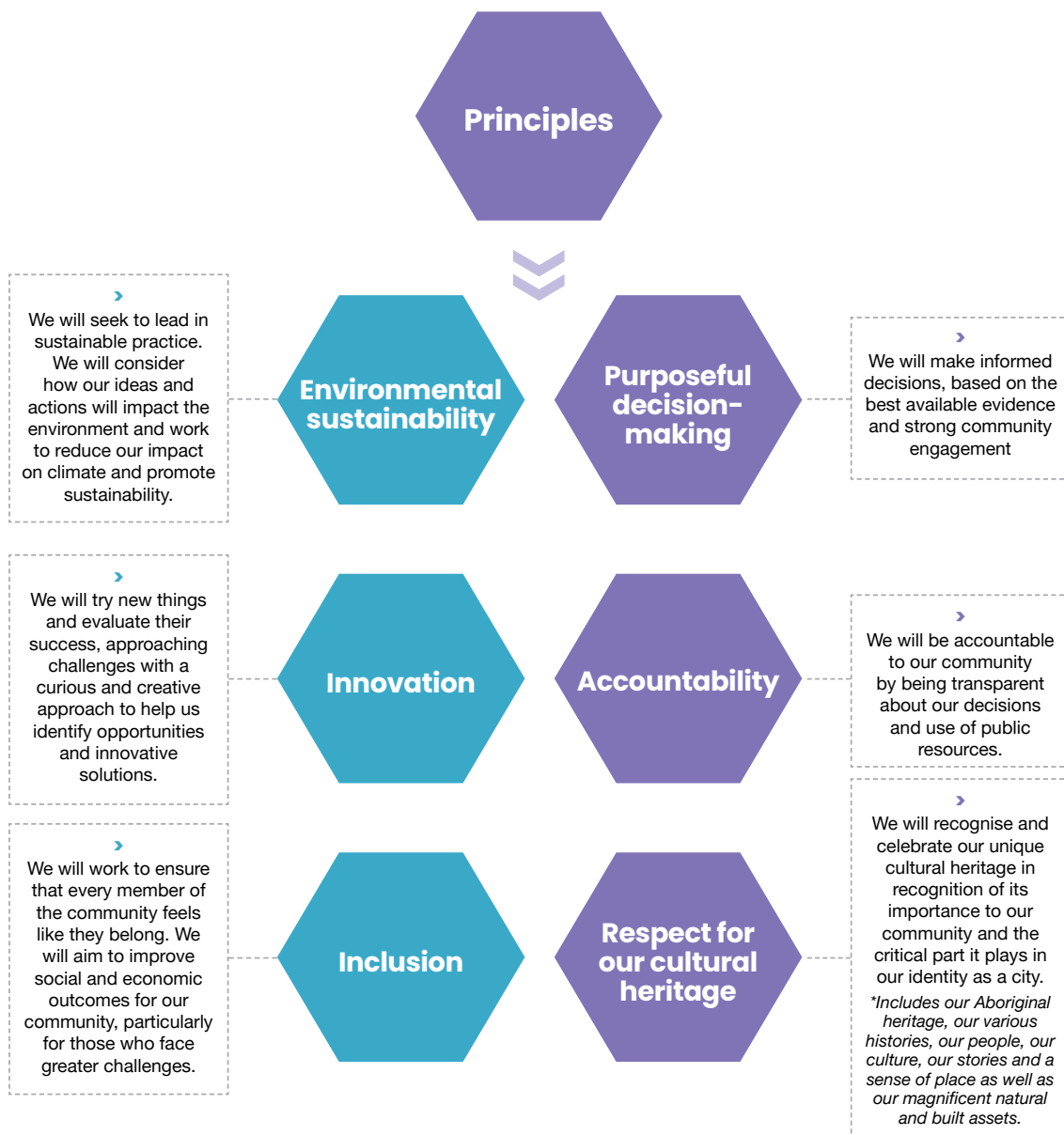


The structure of this Council Plan

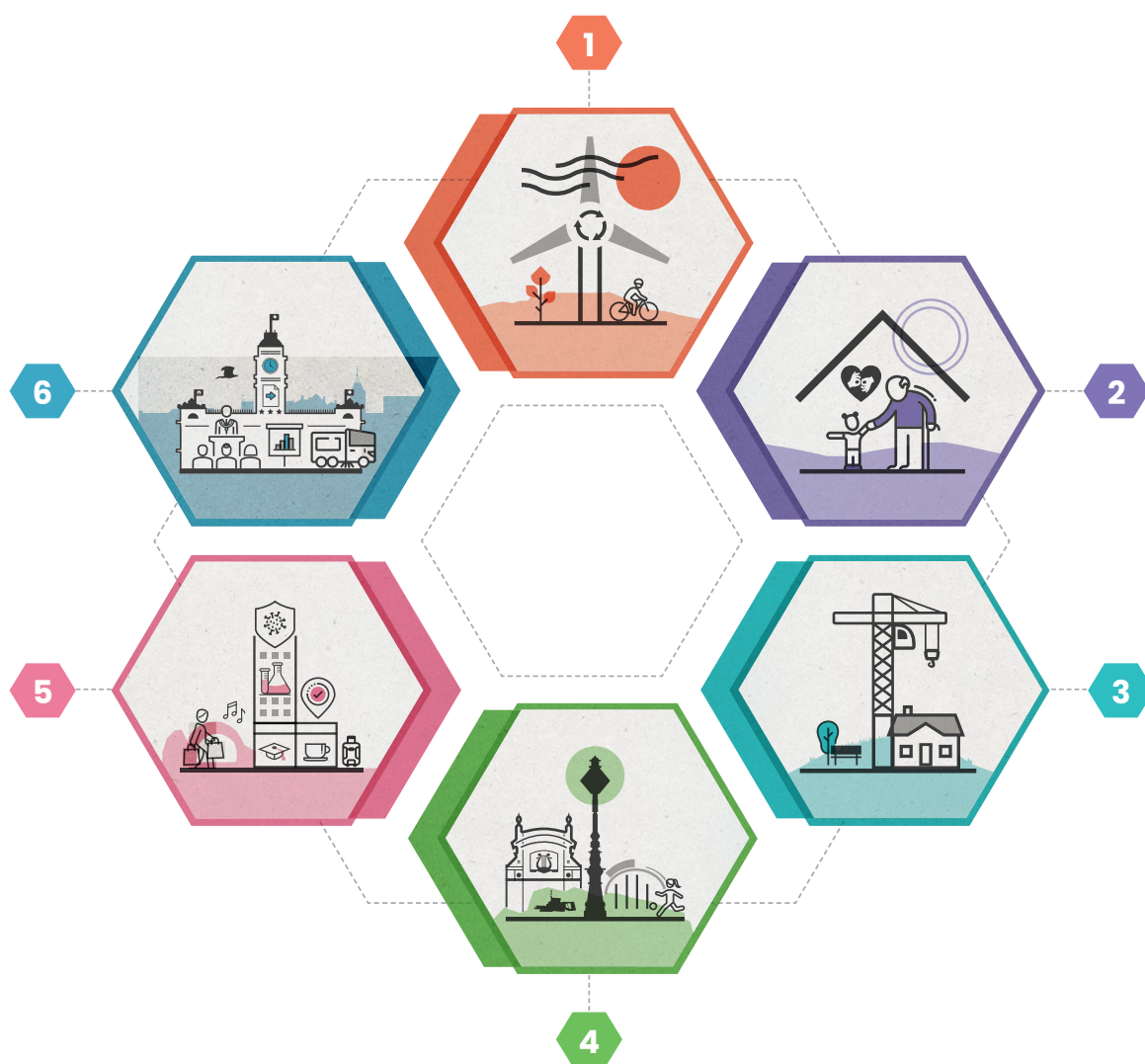


Council's principles

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



 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.

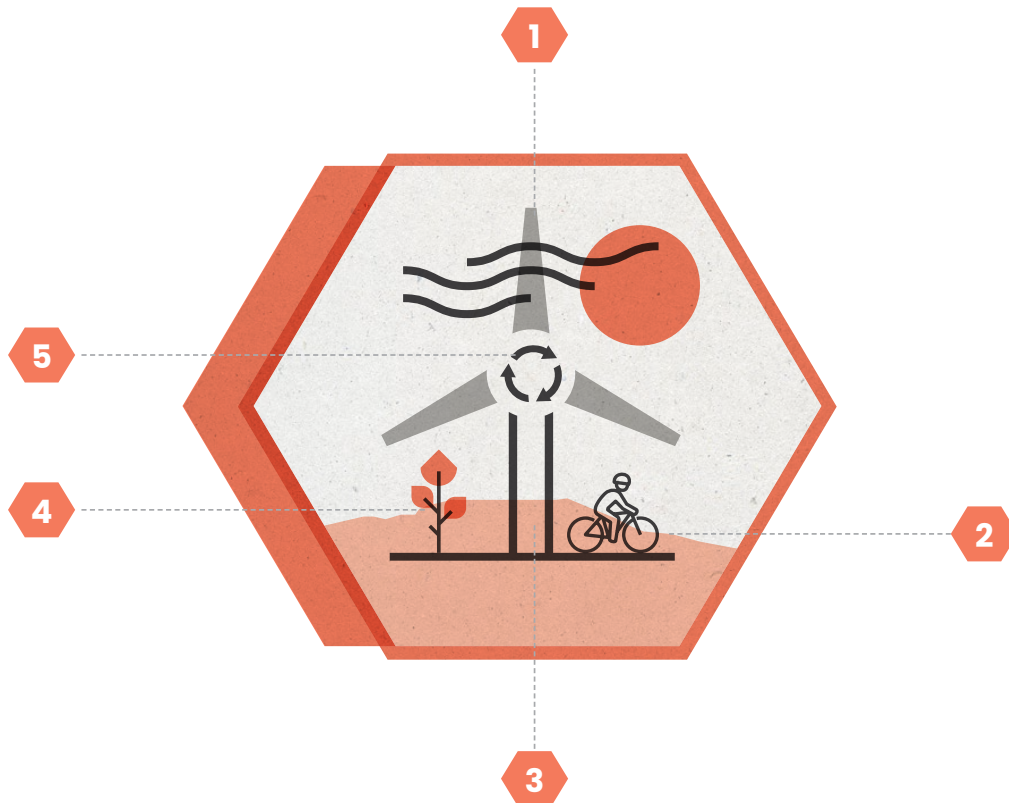
We are delivering initiatives designed to encourage and support our community to move away from car travel to active transport – cycling and walking and public transport. This will not only reduce carbon emissions, but also support our community's physical wellbeing.

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

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 works program focused on seamlessly connecting paths and trails across the municipality to remove barriers to active transport
<ul style="list-style-type: none"> • Priority 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 aspirational target of net zero emissions by 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*



 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.

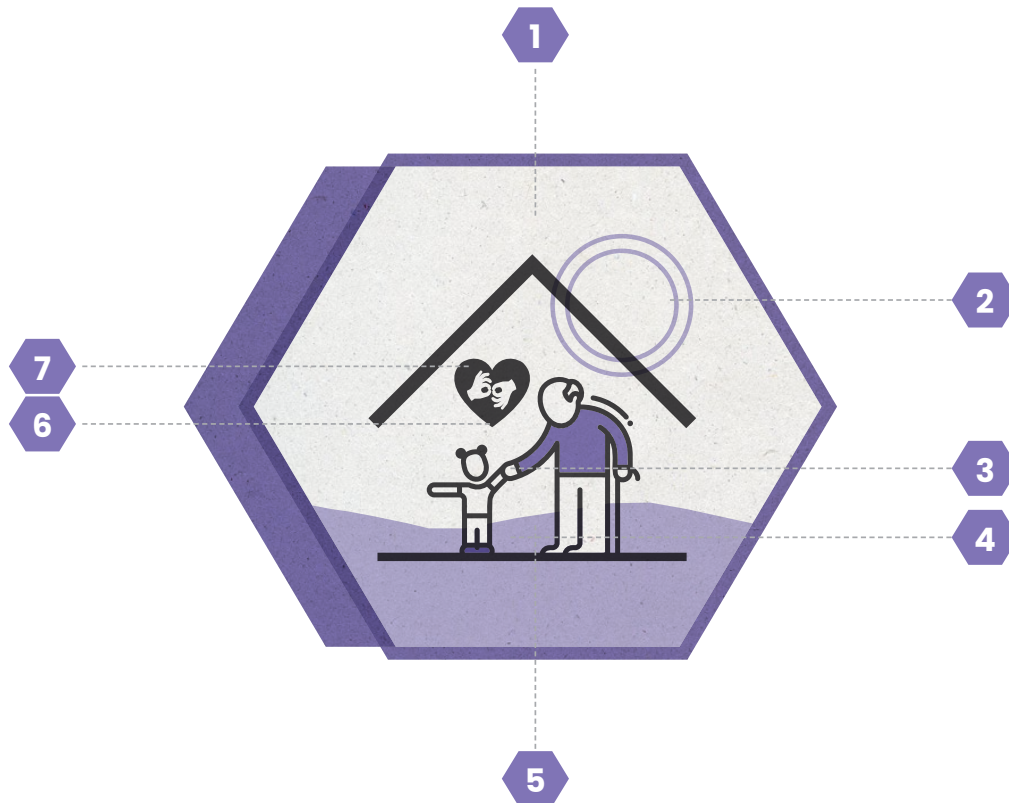
As a community we must recognise and address challenges that impact our health and wellbeing, and use our vast strengths and resources within our community to meet these challenges. We will continue to play a leadership role in working to prevent violence, promote inclusion and celebrate diversity, prioritise 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

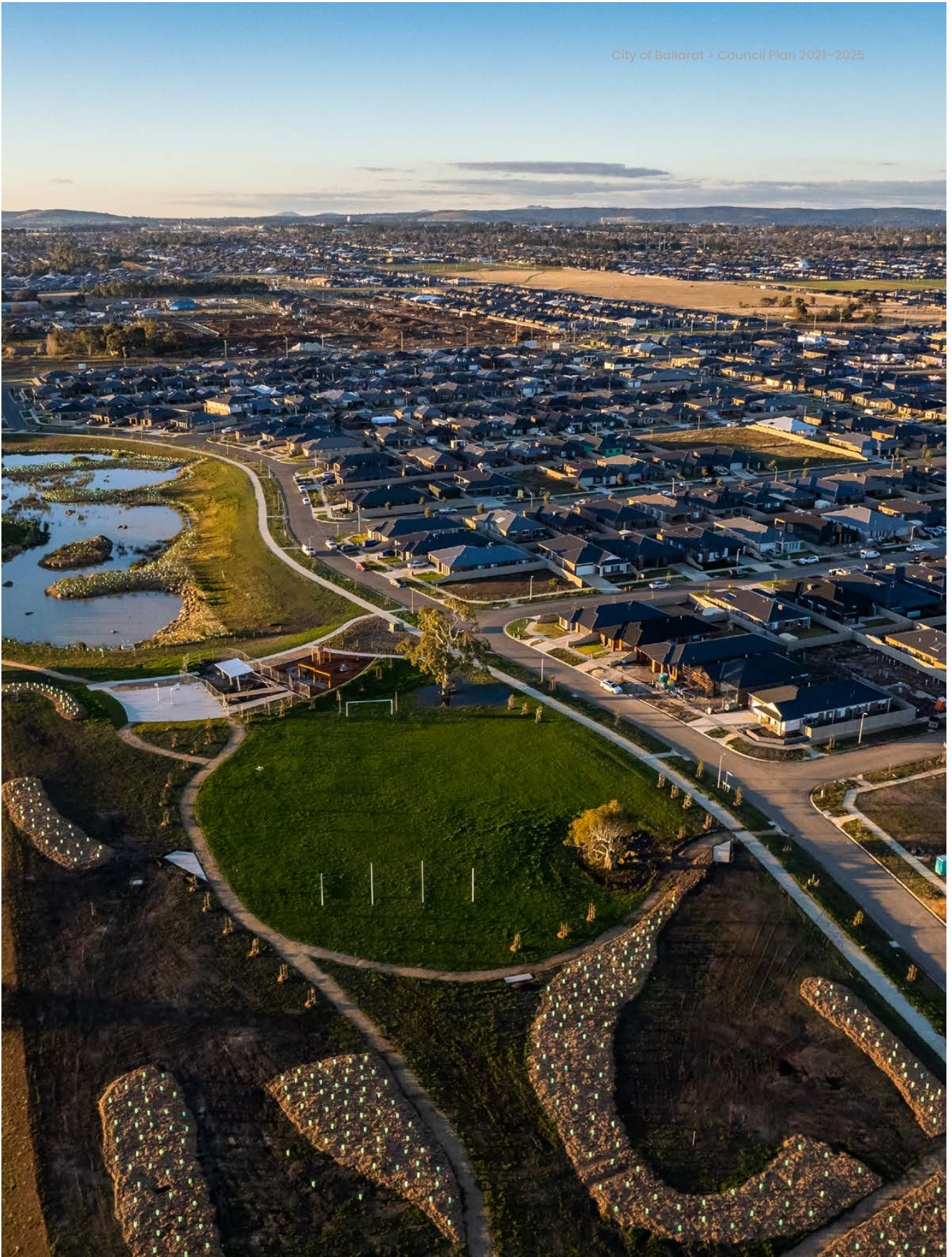
**How we will measure progress
in achieving our strategic objectives**

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



 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.

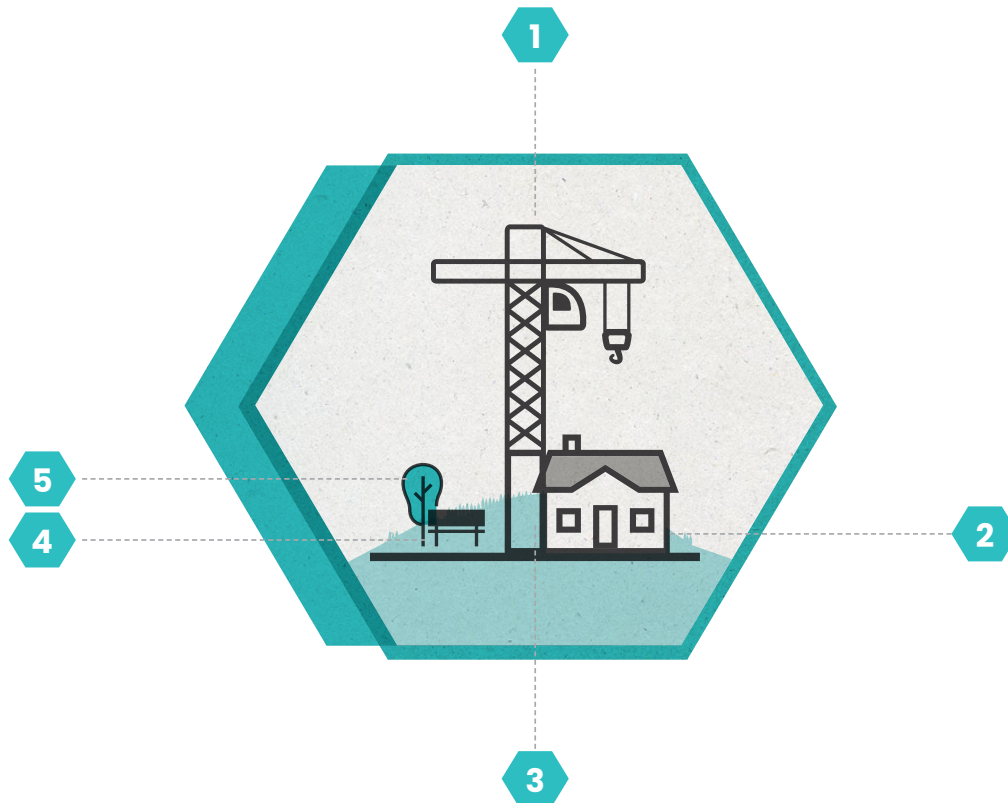
We will focus on ensuring growth in the CBD contributes to a vibrant and thriving heart in our city. We will also focus on ensuring further investment in key brownfield development sites, more balance between the growth of new suburbs and sympathetic growth in established areas, and establish planning 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...
• A forward-looking <i>Housing Strategy</i> to guide planning that meets future community needs
• More transparent reporting on rates and patterns of growth and development to meet community expectations
• Planning reforms and programs to facilitate infill development
• <i>Precinct Structure Plans</i> for new growth areas
• A review of environmentally focused planning controls in the <i>Ballarat Planning Scheme</i>
• An <i>Urban Design Framework</i> for the Ballarat CBD
• An <i>Employment Land Strategy</i> to guide long-term land use planning for jobs, industrial and commercial developments
• A review of built heritage controls to assess their capacity to manage the pressures of change
• A review of the <i>Ballarat Open Space Strategy</i> , including levels of service and provision
• 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**

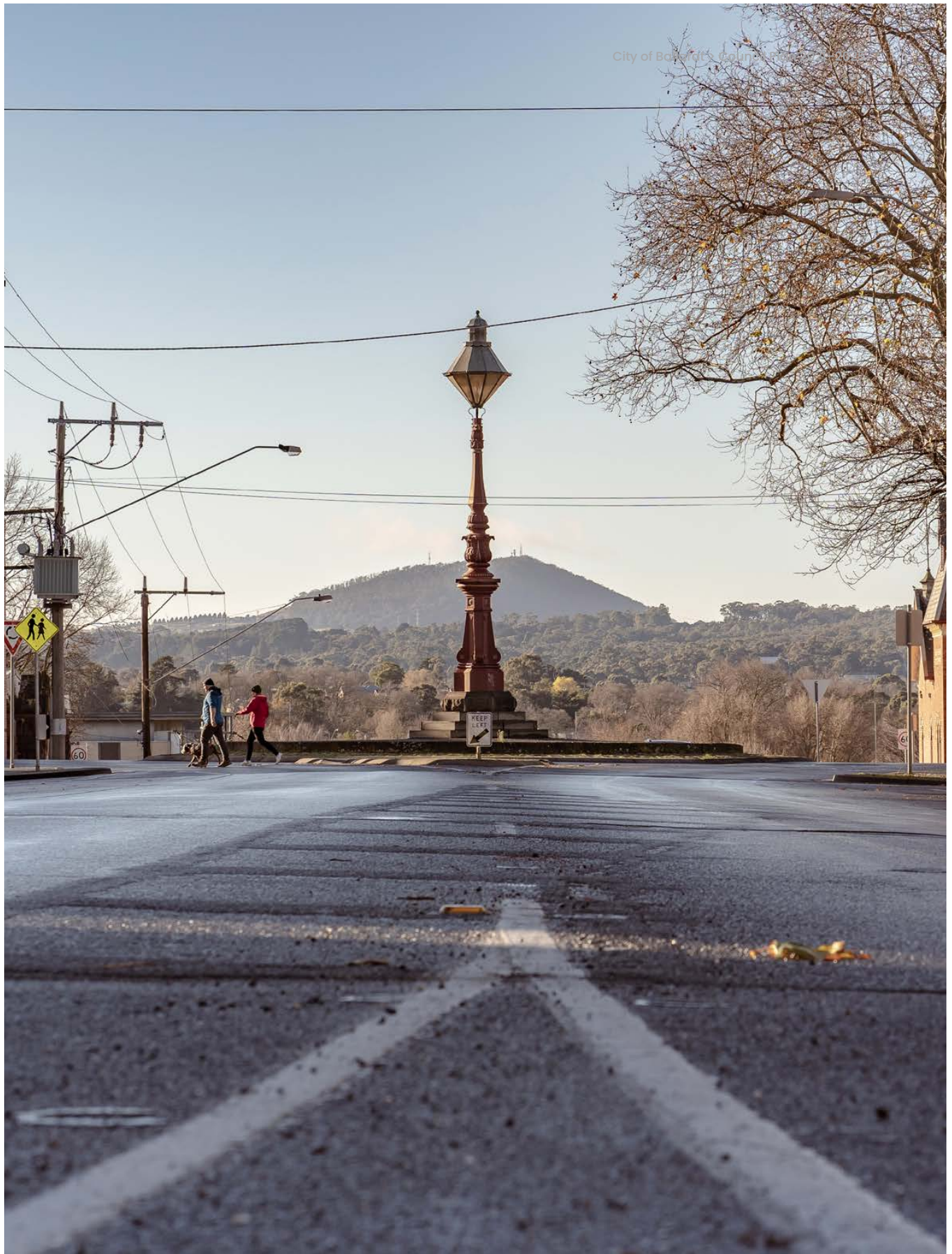
City of Ballarat led indicators:

- › **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**

City of Ballarat > Council Plan 2021–2025



📷: 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.

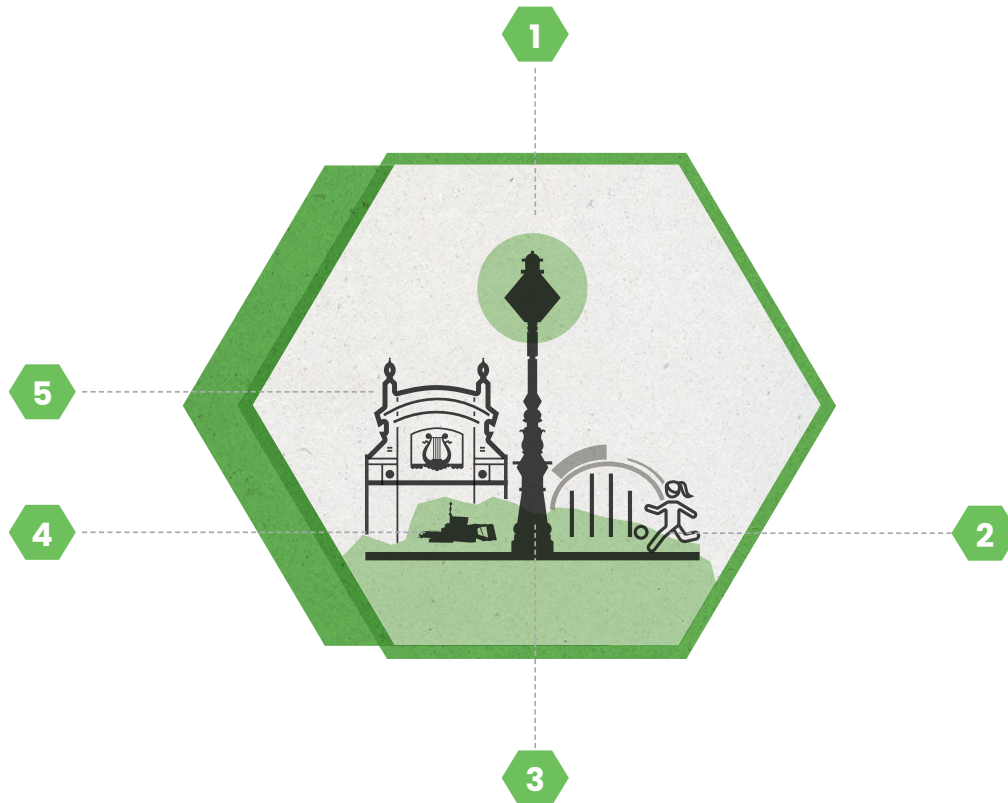
The City of Ballarat’s asset management work is focused in several key areas: a focus on existing assets to ensure they are well maintained and continue to serve their purpose for our community; a focus on the renewal of ageing assets; and the creation of new assets to support the future needs of our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

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 policy to ensure Council has options to meet community needs and expectation

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



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

City of Ballarat > Council Plan 2021–2025

City of Ballarat > Council Plan 2021–2025



 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.

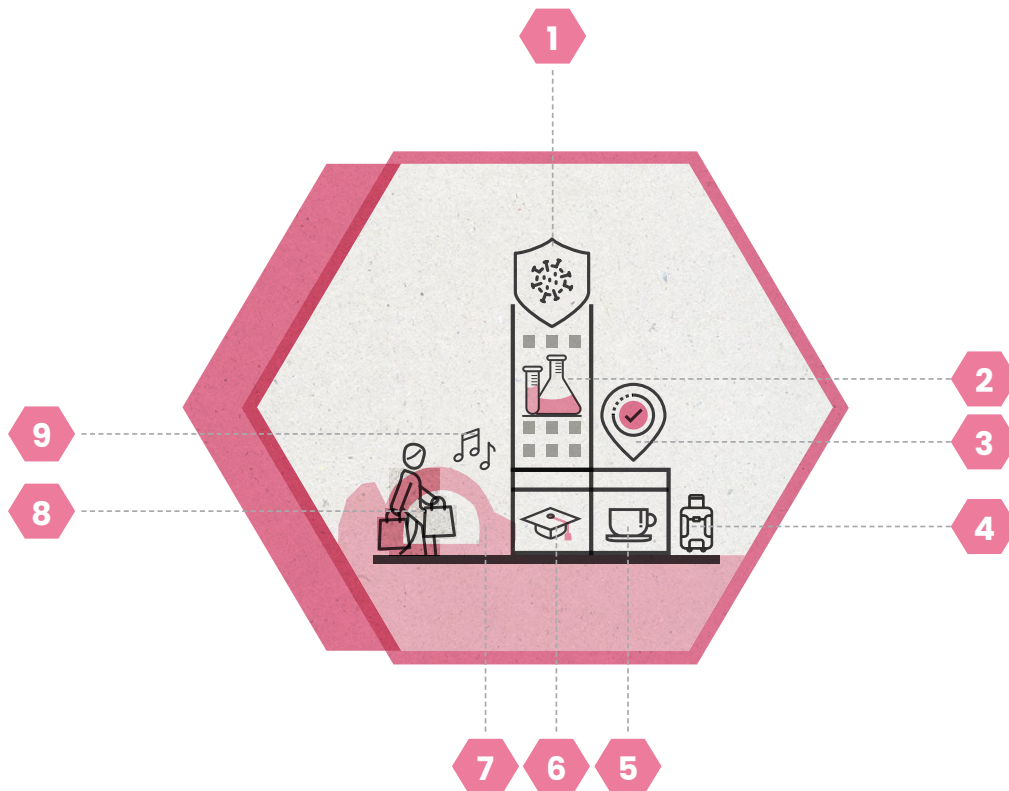
Universities provide a key competitive advantage for communities seeking to create highly skilled workforces, allowing industries to continually grow and transition. The notion of Ballarat as a University Town is a key competitive advantage that will help to drive a highly skilled and vibrant economy that will further support investment attraction into the future.

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.



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**

City of Bolander • Council Plan 2021-2025



 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.

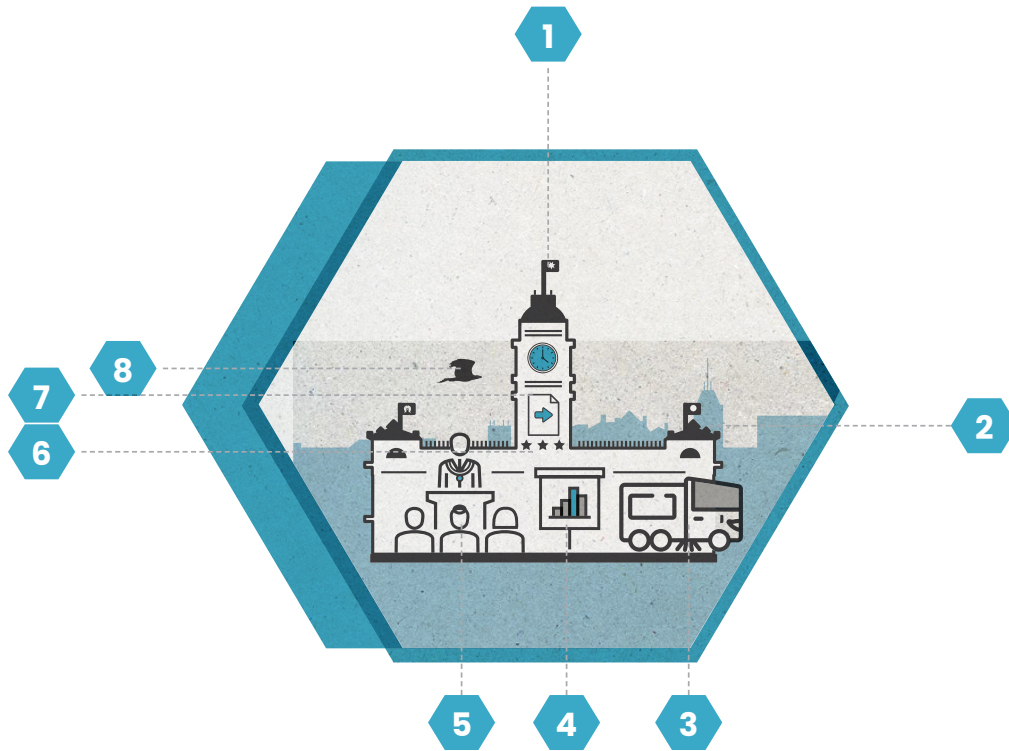
Data is a critical strategic resource that supports our staff to perform their roles effectively by ensuring decision-making based on the best evidence possible. As part of our commitment to transparency we will open up our data to the community.

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.



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

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

City of Ballarat > Council Plan 2021–2025



 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

- Continue to progress with the Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form heritage controls can better balance heritage and urban change
- 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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August 2021

8.2. COMMUNITY VISION

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Kate McCluskey – Coordinator Community Participation

PURPOSE

1. The purpose of this report is to present Council with the proposed Community Vision 2021-2031 (Vision) for adoption.
2. Note changes made to the draft Community Vision 2021-2031 following consideration of submissions.

BACKGROUND

3. Section 88 of the *Local Government Act 2020* requires that Councils maintain a Community Vision that describes the community's aspirations over a minimum 10-year outlook. The Vision must be developed with the community, using deliberative engagement practices and adopted by 31 October 2021. Section 89 of the *Local Government Act 2020* states that the Vision must be addressed in strategic planning.
4. The Vision was informed by a large-scale community engagement process in February and March 2021. A Community Panel (Panel), representative of the Ballarat community, further developed community input received during this first stage of engagement via a deliberative engagement process in April and May. The Panel developed the vision statement, principles for decision making and the key themes for action presented in the Vision.
5. The draft Community Vision 2021-2031 was made publicly available and open to community submissions from 23 June 2021 until 9am 19 July 2021.
6. Submissions were provided to Councillors on 21 July 2021.

KEY MATTERS

7. Four (4) community submissions were received. None of the submitters chose to speak in support of their submission at the Unscheduled Council Meeting on 21 July 2021.
8. Council has had the opportunity to consider the submissions and note one change to the draft vision.
9. The proposed change is as follows:
 - a. Draft theme of 'A well planned and connected city' has been changed to 'A well planned and interconnected city'

OFFICER RECOMMENDATION

10. That Council:

10.1 Adopt and approve the Community Vision 2021-2031 in accordance with Section 89 of the *Local Government Act 2020*.

ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. Community Vision 2021-2031 pdf [8.2.2 - 23 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Community Vision is the overarching strategic direction for Council over a 10-year period. It informs the Council Plan.

COMMUNITY IMPACT

2. The Community Vision was developed following a comprehensive two-stage community engagement process and aims to articulate the community's vision for the municipality and ensure that Council's strategic plans work to make the vision a reality.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Environmental sustainability is a principle for decision-making in the Community Vision ensuring that Council consider sustainability and climate change in decision making.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The Community Vision outlines the desire for an innovative and agile local economy that is resilient to economic shocks.

FINANCIAL IMPLICATIONS

5. The Community Vision provides guidance on the priorities for the community and can be used to prioritise Council spending to meet the aspirations of community.

LEGAL AND RISK CONSIDERATIONS

6. The Community Vision fulfills the requirements of the Local Government Act (2020) for a community vision (with an outlook of at least 10 years) that has been developed using deliberative engagement processes.

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 comprehensive two-stage community engagement process. The Vision statement and areas for action were developed by a community panel using deliberative engagement methods.

GENDER EQUALITY ACT 2020

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

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL



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.

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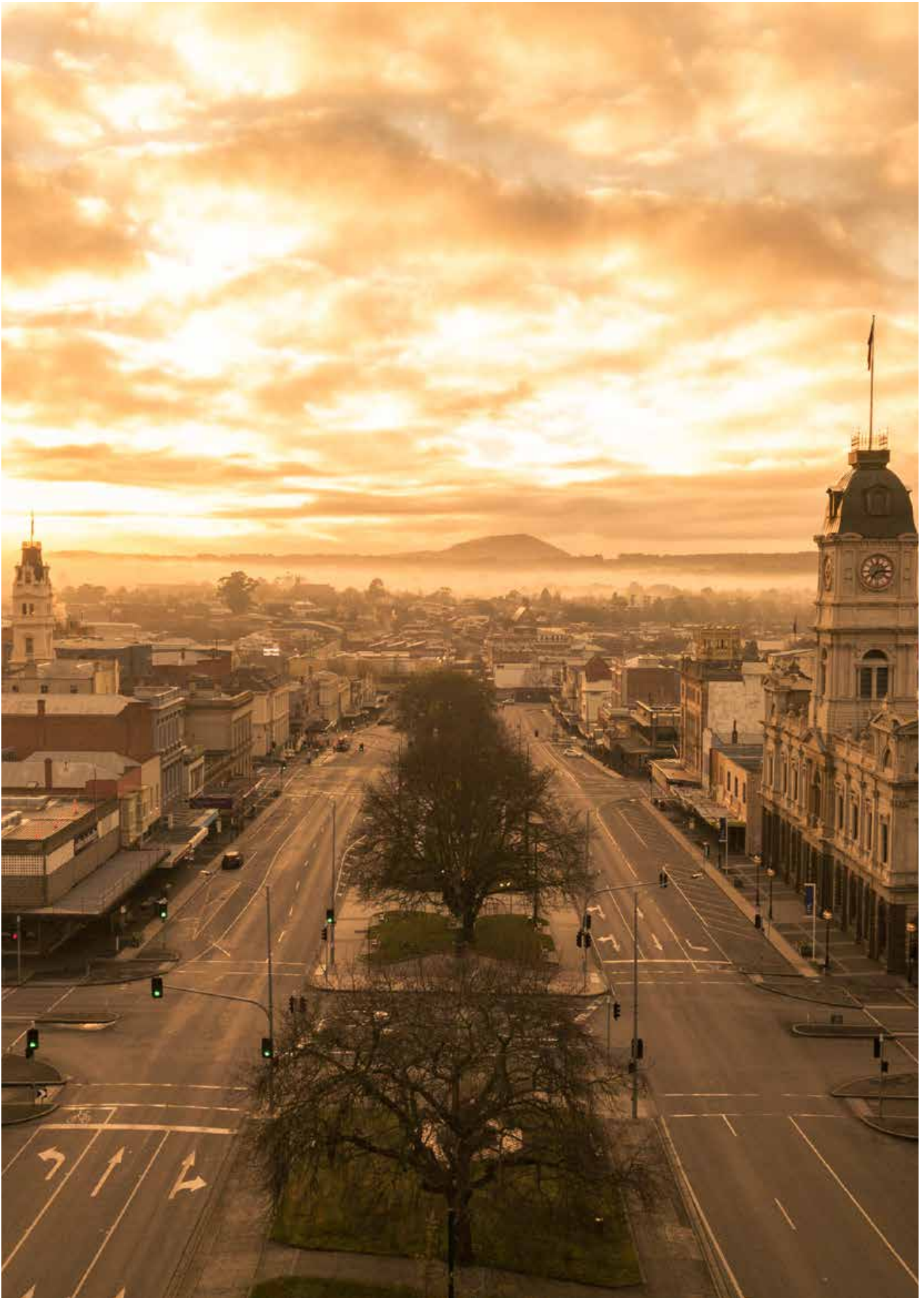




This is the community's vision for Ballarat.

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.





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



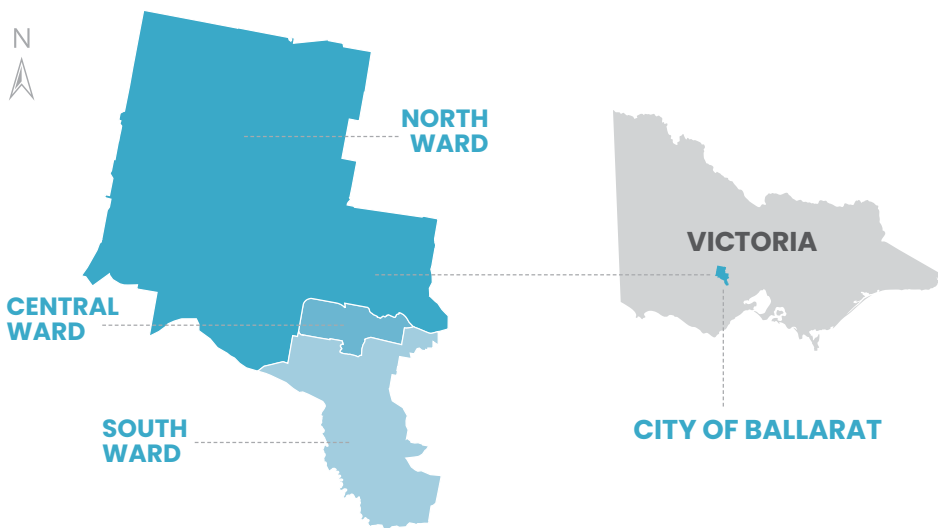
“We need places, spaces and services that acknowledge the changing population’s social and health needs, consider the impacts of climate change, and connect us with the modern and sophisticated world beyond but also pay respect to our heritage and regional setting.”

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 interconnected city

A healthy, connected and inclusive community

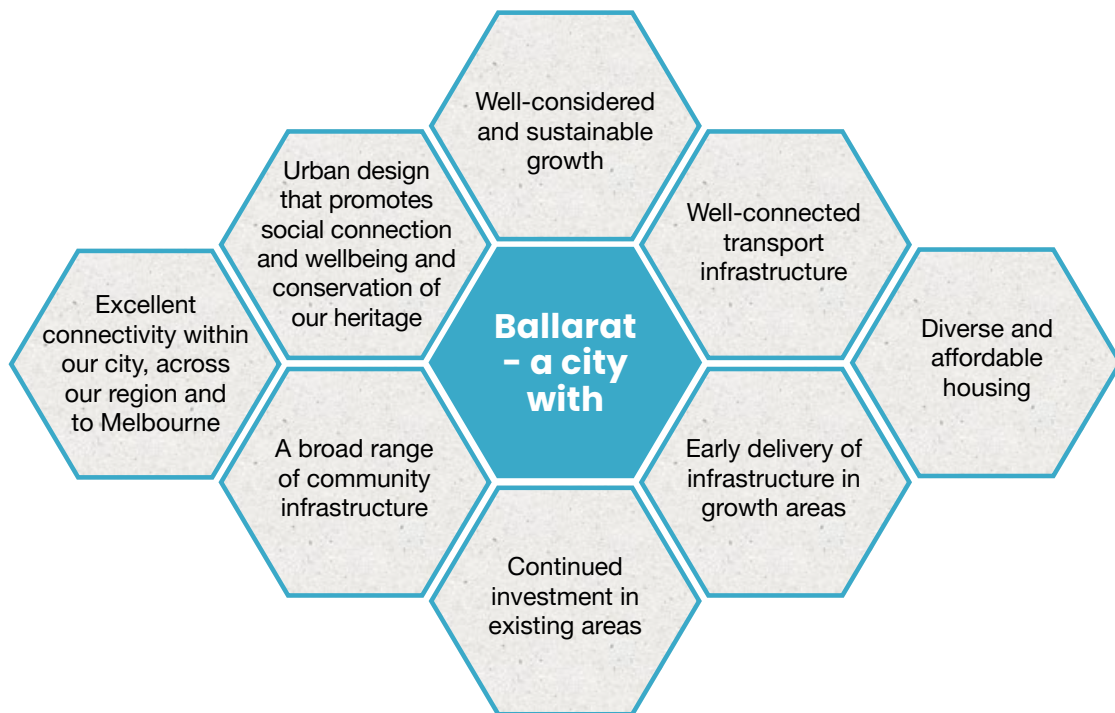
A diverse and agile economy





Our vision for a well-planned and interconnected 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



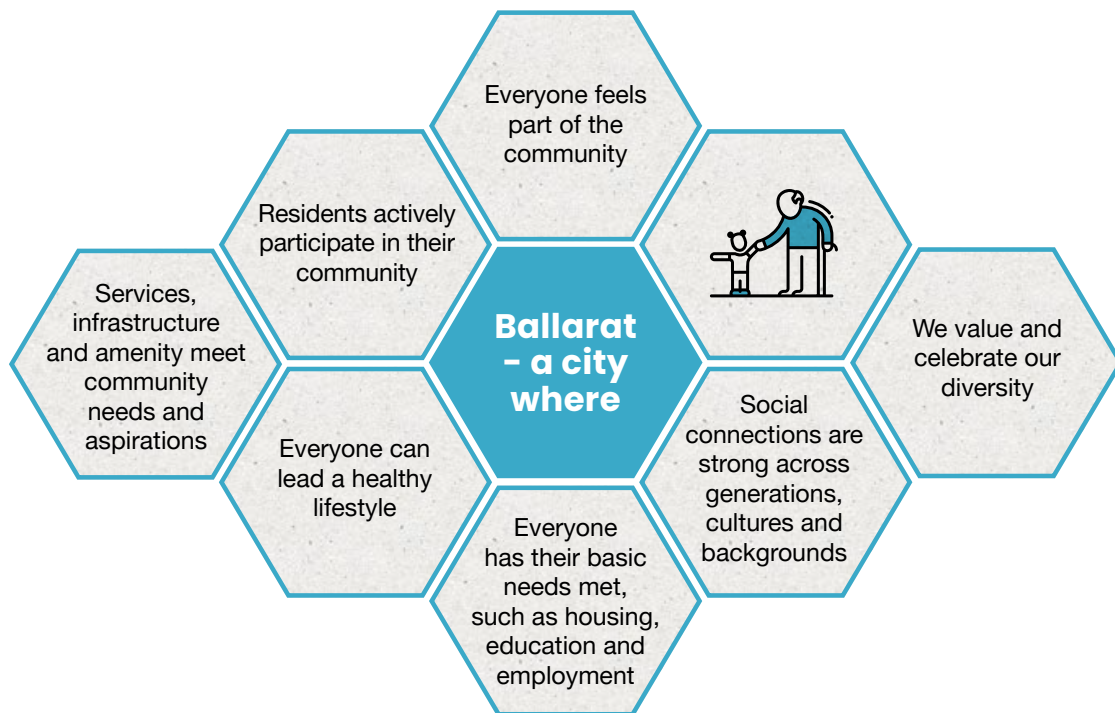
"We need affordable environmentally friendly sustainable development that pushes 7-star minimum housing and social and public housing quotas in all new developments, as well as compulsory infrastructure."

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



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June 2021

8.3. MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Caroline Amirtharajah – Health and Wellbeing Planner

PURPOSE

1. The purpose of this report is to present to Council the final Health and Wellbeing Plan 2021-2031 for adoption.
2. Note changes made to the draft Health and Wellbeing Plan following consideration of submissions.

BACKGROUND

3. The draft Health and Wellbeing Plan 2021-2031 was made publicly available and open to community submissions from 23 June 2021 until 9am 19 July 2021.

KEY MATTERS

4. Council received six written submissions to the plan and noted that none of the submitters asked to present their submission verbally at the Unscheduled Council Meeting on 21 July 2021.
5. Council has had opportunity to consider the submissions and note some minor changes to the draft plan to be included into the final plan.
6. The proposed changes are outlined as follows:
 - a. Under the 'Improving mental wellbeing' health priority on page 13 (paragraph 1, line 13) replace current wording with '.... cancer and diabetes, and other issues such as problem gambling.....'
 - b. Under the 'Reducing harms from smoking, gambling, alcohol and other drugs' healthy priority on page 14 (paragraph 1, line 7) replace current wording with: 'In 2018-2019, \$57.5 million was lost, just on poker machines in Ballarat, which equates to approximately \$157,600 every day. Around 16% of adults use poker machines regularly and in Ballarat those regular users spend a higher amount on poker machines than the State average each year. While it is difficult...'
 - c. Under the 'Early years and children' priority group on page 19 (paragraph 1, line 18) replace wording with '...twice the rate as across the state.'
 - d. Within the Community Participation liveability domain table on page 27 (final line) change strategy to read: 'Supporting the community to share and adopt sustainable practices.'
 - e. Within the Housing liveability domain table on page 32 add strategy: 'Encouraging a compassionate approach to homelessness, and supporting

connection of those experiencing homelessness to appropriate support and services.

- f. Within the Housing liveability domain on page 32 add an indicator at base of table: 'Referrals to homelessness services.'
 - g. Within the linking table on page 36 – Add ticks to link LGBTIQ+ priority group to Housing and Employment liveability domains.
 - h. Within the indicator table on page 39 - Add an indicator within the Housing domain: 'Referrals to homelessness services – City of Ballarat.'
7. Adopting the proposed changes above provides improvements to the Plan content whilst maintaining the intent and direction of the draft Plan that was placed on public exhibition.

OFFICER RECOMMENDATION

8. That Council:

- 8.1 Adopt and approve the Health and Wellbeing Plan 2021-2031 in accordance with Section 26 of the *Public Health and Wellbeing Act 2008*.**

ATTACHMENTS

1. Governance Review HWP [8.3.1 - 2 pages]
2. Health and Wellbeing 2021-2031 LR [8.3.2 - 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 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.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. 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

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. The draft Health and Wellbeing Plan 2021-2031 was placed on exhibition 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

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

OFFICIAL

OFFICIAL

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.

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

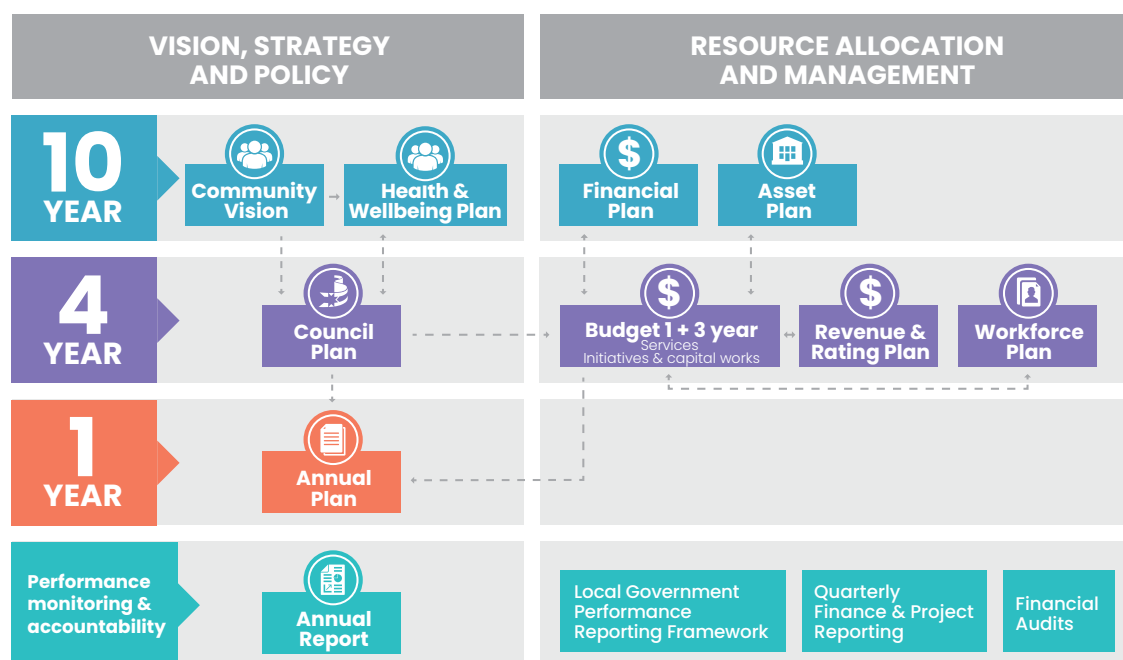
The *Victorian Public Health and Wellbeing Act 2008* requires all local governments to prepare a *Municipal Public Health and Wellbeing Plan* within 12 months of the council election. The *City of Ballarat Health and Wellbeing Plan 2021-2031* sets the health priorities for the municipality, outlines 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.

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, older women, women from culturally diverse backgrounds and people from LGBTIQ+ communities.

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, men are the perpetrators. However, 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 and diabetes, and other issues such as 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, just on poker machines in Ballarat, which equates to approximately \$157,600 every day. Around 16% of adults use poker machines regularly, and in Ballarat those regular users spend a higher amount on poker machines than the state average each year. 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 public amenity and potential for misuse and abuse 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.

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

> 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. Council has been a proud member of CoRE since 2016.

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.

> 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 twice the rate as 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.



➤ 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 adopt 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	✓		✓
Strengthening tobacco control at the local level*	✓	✓	
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	✓		
Encouraging a compassionate approach to homelessness and supporting connection of those experiencing homelessness to appropriate support and services	✓	✓	

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
- Referrals to homelessness services

> 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

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 2021-2031* 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%
	Referrals to homelessness services	City of Ballarat	
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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June 2021

8.4. DRAFT FINANCIAL PLAN 2021/22 TO 2030/31

Division: Corporate Services
Director: John Hausler
Author: Jason Clissold – Executive Manager Financial Services

PURPOSE

1. The purpose of this report is to present Council with the draft 2021/22 to 2030/31 City of Ballarat Financial Plan.
2. This report includes a recommendation that Council, in accordance with section 55, of the Local Government Act 2020 (the Act) endorses the release of the draft 2021/22 to 2030/31 City of Ballarat Financial Plan and invites the community to provide submissions.

BACKGROUND

3. Per Section 91 of the LGA 2020, Council is required to prepare, adopt and keep in force a Financial Plan. The attached draft 10 Year Financial Plan has been prepared utilising the Local Government Victoria model template and meets the requirements of both the Act and the Local Government (Planning and Reporting) Regulations 2020.
4. Once endorsed for consultation, the draft 2021/22 to 2030/31 City of Ballarat Financial Plan will be made publicly available, and Council will invite written submissions from Monday 30 August 2021 until 9am Monday 13 September 2021. Government restrictions permitting, the document will be made available at Council's customer service centre - The Phoenix, Town Hall and via Council's website.
5. Members of the community who prepare a written submission can request to be heard in support of their submission at an *Unscheduled Meeting of Council* to be held at 6.30pm on Wednesday 15 September 2021.
6. Following the completion of the community engagement, including consideration of submissions, Council may adopt the Financial Plan.
7. Council must adopt the Financial Plan by 31 October 2021.

KEY MATTERS

8. There are some key strategic documents currently being prepared that will further impact the Financial Plan e.g. Asset Plan and Workforce Plan.
9. It will be important for the Finance Plan to be reviewed and updated once such documents are finalised.
10. The first four years of the Financial Plan represent the financial projections and assumptions adopted in Councils 2021/22 four-year budget, with minor adjustments to capital works based on updated asset renewal demand.

11. This initial draft Financial Plan has been prepared based on the following broad principles:
- The renewal component of the capital works program from 2025/26 has been set to meet the expected depreciation charge to ensure the asset renewal ratio of 100% is achieved.
 - Expenditure and Revenue from year 5 (2025/26) is indexed in line with CPI assumptions.
 - Expected inflows and outflows resulting from the DCP (Developer Contribution Plan) have been incorporated.
 - Council is forecasting to continue to receive capital grant funding and specifically, Council is planning to seek \$5m and \$3m in capital grant funding to deliver a new Collection Store for the Art Gallery and new Animal Shelter respectively.
 - Borrowings will be repaid per existing repayment schedules, including the repayment of a \$23.1m interest only loan in 2025/26.
 - Additional borrowings of \$21.5 m (2025/26 \$9.561m and 2026/27 \$11.912m) will need to be undertaken to deliver new DCP infrastructure and buildings in line with the current projected timing of works.
12. The following key assumptions have been utilised in developing the draft Financial Plan:
- Consumer Price Index (CPI) - 1.5% Years 1 to 4, 2.25% Years 5 to 10 (In line with Victorian Treasury Long Term Modelling)
 - Rates assumed to increase as per the cap which has traditionally been CPI. Assumed Cap growth equal to CPI.
 - Growth in number of rateable properties and supplementary valuations (combined) equate to 1.5% of rate revenue in Years 1 to 4 and 2% for Years 5 to 10
 - FTE to remain fixed at 761.35 for Years 1 to 4 (as per 2021/22 Budget, then assumed to increase by 5 FTE p.a. thereafter)
13. The financial indicators demonstrate that Council remains in a financially sustainable position for the term of the plan, with consistent Adjusted Underlying surpluses and an improving cash and working capital balance over the ten years.
14. Over the next 12 months it will be important for this Plan to be reviewed and updated once Council adopts its Asset Plan and Workforce Plan and considers it in its 2022/23 budget.

OFFICER RECOMMENDATION

15. That Council:

15.1 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 6.30 pm on Wednesday 22 October 2021, the draft 2021/22 to 2030/31 City of Ballarat Financial Plan prepared in accordance with section 91 of the Act.

15.2 Give public notice seeking submissions on the proposals contained in the draft 2021/22 to 2030/31 City of Ballarat Financial Plan. Written public submissions will be accepted for 14 days ending 9.00am Monday 13 September 2021.

15.3 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 15 September 2021 at 6.30pm.

ATTACHMENTS

1. Governance Review [8.4.1 - 2 pages]
2. DRAFT Financial Plan 2021-2031 [8.4.2 - 39 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Draft Financial Plan has been prepared in accordance with the requirements of the Local Government Act 2020.

COMMUNITY IMPACT

2. The Draft plan explains to the community how the financial plan will impact Council's financial capability over the coming years.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Any Council expenditure on environmental sustainability will be funded in accordance with the plan.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. Council expenditure on economic sustainability relies on funding calculated according to the plan.

FINANCIAL IMPLICATIONS

5. The plan sets out decisions that Council may make in the future years.

LEGAL AND RISK CONSIDERATIONS

6. The Local Government Act 2020 requires Council to prepare and publish a Draft Financial Plan for community consultation.

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 Financial Plan has been developed by Council how are now seeking community feedback required by the Act.

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.

OFFICIAL



CITY OF BALLARAT
Financial Plan
2021–2031





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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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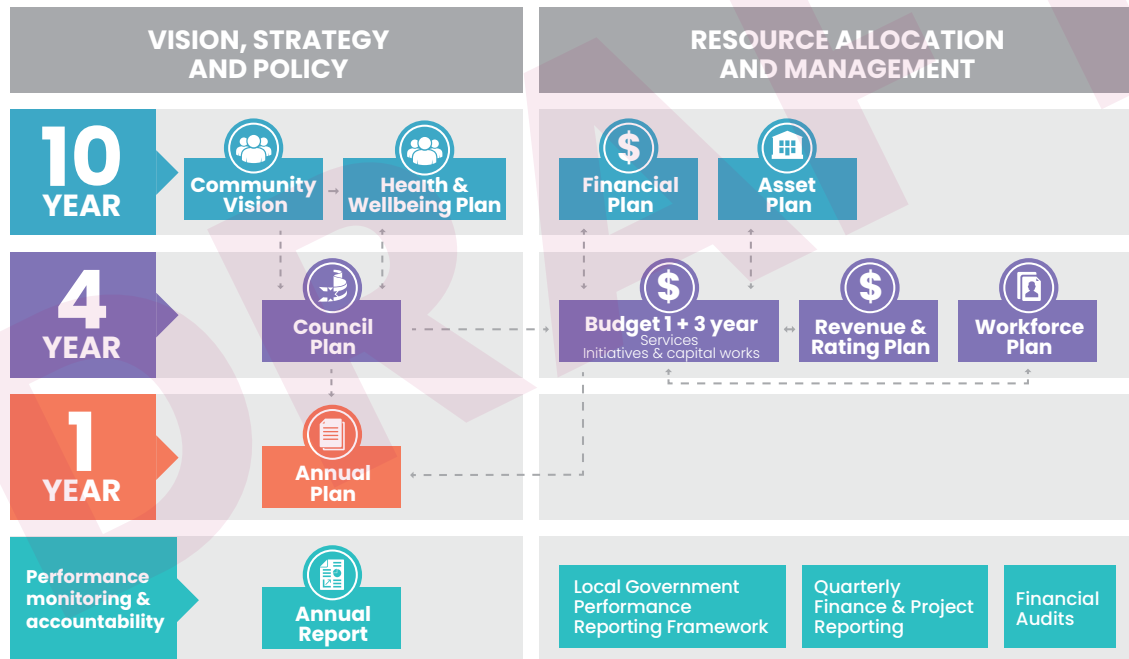
1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting Framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.

The following table (on page 5) provides an overview of the core legislated elements of an Integrated Strategic Planning and Reporting Framework and outcomes.

> City of Ballarat Integrated Strategic Planning Framework



Source: Department of Jobs, Precincts and Regions, Financial Plan, Better Practice Guide - <https://www.localgovernment.vic.gov.au/strengthening-councils/sector-guidance-planning-and-reporting>

ELEMENT	OVERVIEW	OUTCOME
<p>Community Vision 10-year aspiration for the community</p>	<p>A community vision reflects a consensus view of the future community wants and needs, and the high level actions required to achieve desired outcomes.</p> <p>Vision statements reflect shared values and aspirations and create active tension between the current and desired future state.</p>	<p>There is a consensus view of the desired future (10+ years) for the community and potential pathway to achieve this.</p> <p>Intended directions, pathways and investments have legitimacy.</p> <p>Council's jurisdiction and targets for advocacy are understood.</p> <p>There is an understanding of community, civil society and broader partnerships required to achieve the Vision.</p>
<p>Financial Plan 10-year financial framework to support achievement of Community Vision and Council Plan</p> <p>Asset Plan 10-year asset management framework to support achievement of Community Vision and Council Plan</p>	<p>A Financial Plan is used by Council, community and the organisation to ensure the long-term viability and sustainability of the Council. It supports the achievement of the Community Vision and establishes investment and spending thresholds.</p> <p>The Asset Plan ensures effective management and stewardship of community assets.</p>	<p>Improved understanding of Council's capability to achieve its vision.</p> <p>Clear view of the fiscal capacity and constraints of Council.</p> <p>Financial risk and potential areas of volatility are managed.</p> <p>Council Plan, strategies, programs and projects can be resourced.</p> <p>Council is a trusted and responsible steward and community assets meet future community needs.</p>
<p>Council Plan 4-year plan to support achievement of Community Vision strategic objectives, major initiatives, strategies and indicators</p> <p>Revenue and Rating Plan 4-year plan to support achievement of Community Vision and Council Plan</p>	<p>Council Plan outlines the agenda for a new Council and supports the achievement of the Community Vision through strategic objectives and strategies.</p> <p>Revenue and Rating Plan outlines a medium-term view of how Council will raise revenue to support activities and achievement of Council Plan strategies and objectives.</p>	<p>Council owns the Council Plan and the community is clear on its strategic direction.</p> <p>There is clarity on how strategic objectives will be achieved and consistency with available resources.</p> <p>There is alignment with, and progress towards, the Community Vision.</p> <p>It is clear how Council will collect revenue to support activities.</p>
<p>Annual Budget 1 + 3-year budget supporting Council Plan delivery, includes description of services, major initiatives and performance measures</p> <p>Workforce Plan 4-year plan reflecting organisational structure and staffing requirements to support delivery of Council Plan</p>	<p>Council will develop and adopt a budget each year that describes in more detail the way in which revenue will be raised and expenditure directed.</p> <p>The budget must include 3-year financial projections as well as description of services, major initiatives and performance measures.</p> <p>The CEO must prepare and maintain a 4-year Workforce Plan.</p>	<p>Strategies and initiatives to achieve Council Plan are clearly articulated, mapped and resourced.</p> <p>Programs and initiatives have quality and cost standards.</p> <p>Resources (including people) required to deliver on commitments are understood.</p> <p>The community had an opportunity for deliberative engagement.</p>
<p>Annual Report Report on operation including implementation of Council Plan and major initiatives, service performance indicators, Financial Performance Statements</p> <p>LGPRF Local Government Performance Reporting Framework</p>	<p>The Council is accountable for its performance through the Annual Report, Local Government Performance Reporting Framework and mandatory quarterly financial reports that are presented to Council.</p> <p>Many Councils develop and maintain additional mechanisms to ensure public accountability, these include: quarterly reporting on achievement of capital works and Council Plan initiatives, routine reporting on project, program and policy initiatives.</p>	<p>Transparent monitoring of financial, service and program performance.</p> <p>Improved accountability to Council and community for achievement of objectives.</p> <p>Improvement opportunities captured and incorporated into planning.</p>

> 1.1 Strategic Planning Principles

The Financial Plan provides a 10-year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) The Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.

> 1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- 1.2.1 Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.2.2 Management of the following financial risks:
 - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
 - b) the management of current and future liabilities of the Council. The estimated 10 year-liabilities are disclosed in section 3.2 Budgeted Balance Sheet.
 - c) the beneficial enterprises of Council (where appropriate).
- 1.2.3 Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.2.4 Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Plan Statements)

> 1.3 Engagement Principles

Council has developed the following consultation process in line with Council's Community Engagement Policy to ensure due consideration and feedback is received from relevant stakeholders.

- a) Draft Financial Plan prepared taking into consideration strategic discussions undertaken during the deliberative process conducted in developing the Community Vision, Council Plan and Financial Plan.
- b) Draft Financial Plan endorsed to be placed on public exhibition at (August) Council meeting for a period of 14 days and calling for public submissions.
- c) Community engagement is conducted using local news outlets and social media.
- d) Hearing of any public submissions to the Financial Plan (September).
- e) Draft Financial Plan, including any revisions, presented to (October) Council meeting for adoption.

> 1.4 Service Performance Principles

Council services are designed to be purposeful, targeted to community needs and provide value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regards service provision.

> 1.5 Asset Plan Integration

At the time of preparing this Financial Plan, Council is in the process of developing its first Asset Plan as required under Section 92 of the *Local Government Act 2020*.

Under this section, Council is required to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. This initial plan must be adopted by 30 June 2022, with subsequent plans to be adopted by 31 October in the year following a general election.

Integration to the Asset Plan must be a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan will identify the operational and strategic practices which will ensure that Council

manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, will provide council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions. As a starting point, the first four years of the Financial Plan represent the financial projections and assumptions adopted in Council's 2021/22 four-year budget with the following amendment

The first four years of the Financial Plan represent the financial projections and assumptions adopted in Council's 2021/22 four-year budget, with minor adjustments to capital works based on updated asset renewal demand.

It is important to note that at the time of preparing the Financial Plan, and the 2021/22 budget, Council had not yet completed some key strategic documents including the Asset Plan (due by 30 June 2022) and Workforce Plan (due by 31 December 2021). The Asset Plan will give further consideration to the specific new capital works required for Council and consider what further opportunities there may be to seek grant funding for eligible projects.

It is acknowledged that the development of the Finance Plan will be an iterative process with the document to be reviewed and updated annually in line with changes in the four-year budget and to reflect critical strategies such as the Asset Plan and Workforce Plan.

> 2.1 Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

The targets outlined in the table on page 9 reflect what is widely considered best practice as City of Ballarat do not currently have documented targets relating to these indicators.

> 2.1 Financial Policy Statements

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying result greater than \$0	\$0	\$1,931	\$6,798	\$5,988	\$2,987	\$9,039	\$7,906	\$5,356	\$6,235	\$8,157	\$13,242	\$12,375
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / current liabilities greater than 1.25	1.25	2.74	1.44	1.16	1.31	1.00	1.38	1.51	1.33	1.59	1.98	2.27
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / depreciation above 100%	100%	128%	191%	156%	109%	89%	100%	101%	104%	106%	104%	106%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / rate revenue to remain below 60%	60%	32%	27%	23%	20%	18%	8%	13%	11%	10%	8%	7%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	168%	32%	1%	13%	27%	3%	10%	31%	53%	79%	107%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital outlays as a % of own source revenue to remain above 30%	30%	48%	72%	43%	32%	28%	33%	32%	33%	24%	23%	24%

The above indicators demonstrate that Council remains in a financially sustainable position for the term of the plan, with consistent adjusted underlying surpluses and an improving cash and working capital balance over the ten years.

> 2.2 Strategic Actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Council Plan.

The strategic actions are included in the Financial Plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

1. Ensure Council reduces the asset renewal gap and the asset renewal indicator achieves a minimum of 100 per cent (asset renewal and upgrade as a percentage of depreciation)
2. Rolling service review program to ensure best value to community.
3. Deliver infrastructure works that provide for our growing community including requirements of developer contribution plans.
4. Ensure appropriate provision of facilities to ensure we can responsibly manage waste streams
5. Delivery of the Bakery Hill Urban Renewal Plan (\$15m commitment)

6. Advocate for and seek grant funding to support our future capital needs. In particular, the following projects will rely on grant funding to be delivered:

- **Art Gallery Ballarat Collection Store**
(\$5m 100% grant funded)
2025/26 Financial Year
- **New Animal Shelter**
(\$3m 100% grant funded)
2025/26 Financial Year

> 2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

> 2.3 Assumptions to the Financial Plan Statement

Assumption	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
General rates (rate cap)	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Supplementary rates (\$'000)	1,616	1,694	1,745	1,798	2,487	2,594	2,706	2,822	2,943	3,070
Statutory fees and fines	9.14%	2.14%	1.52%	1.51%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
User fees	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants - operating	1.50%	1.50%	1.50%	1.50%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Grants - capital (\$'000)	33,500	24,692	21,033	12,533	20,006	14,458	14,156	13,217	12,571	14,178
Contributions - monetary (\$'000)	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Contributions - non-monetary (\$'000)	27,455	22,550	24,881	25,613	18,926	24,844	19,495	15,555	14,650	13,179
Employee costs	5.49%	2.26%	1.12%	1.20%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%
FTE	761.35	761.35	761.35	761.35	766.35	771.35	776.35	781.35	786.35	791.35

2.3.1 Rates and charges

Based on the expected Consumer Price Index (CPI) and State Government rate cap, general rates will increase by an average of 1.5% for the first four years of the plan. In addition, supplementary rates (new growth properties) are expected to total 1.5% of general rates each year.

Following the initial four year period, general rates are forecast to increase by an average 2.25% per annum for the remaining years of the long term Financial Plan, with supplementary rates expected to total 2.0% of general rates each year.

2.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI.

2.3.3 User fees

Revenue from user fees is projected to increase by 9.14% for the 2021/22 year. This is due to the impact closures relating to COVID-19 had on the amount of user fees generated during 2020/21. Facilities such as Ballarat Aquatic and Lifestyle Centre, Her Majesty's Theatre and child care centres were closed for extended periods of time during 2020/21.

Increases in individual user fees throughout the period of the plan are expected to be consistent with CPI. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges which is adopted in conjunction with the budget.

2.3.4 Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by an amount approximating CPI.

2.3.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

2.3.6 Other income

Revenue from other income mainly comprises property rental received from the hire of Council buildings and investment income.

2.3.7 Employee costs

The 2021/22 year includes a 5.49% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement, movement within band levels, as well as a further 2.16 Full Time Equivalent (FTE) staff.

As Council works through the process of developing a workforce plan in 2021/22 it has taken a conservative approach in assuming that FTE will remain steady at 761.35 for the first four years of the plan, with moderate annual increases in employee costs - 2.26%, 1.12%, 1.20% respectively over the years 2022/23 to 2024/25.

The ensuing years, from 2025/26 to 2030/31, assume an increase of 5 FTE per year to accommodate the growing community and corresponding demand for services. The annual increase in employee costs totals 3.9% per annum, which provides for annual EBA increases, movements within band levels as well as the additional 5 FTE to meet the increasing demand for existing services.

2.3.8 Materials and services

Materials costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths. Other associated costs included under this category are utilities, materials for the supply of Meals on Wheels and consumable items for a range of services. Council also uses external expertise on a range of matters, including legal services and audit. These costs are projected to increase by CPI levels year on year.

The 2021/22 materials and services budget of \$81m includes an additional \$4m relating to the increase in the EPA Landfill Levy, which is a compulsory amount collected for and then paid to the State Government. Materials and Services steadily increase to \$88.5m in 2024/25, before increasing by an average of 2.25% p.a. from 2025/26.

2.3.9 Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Strategy.

2.3.11 Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, sponsorships, partnerships, community grants, lease expenditure, fire services property levy, audit costs and other costs associated with the day to day running of Council.

> 2.4 Other Matters impacting the 10-year financial projections

Description of the current challenges and expected future events likely to impact the Financial Plan projections.

Completion of Asset Plan

Once the Asset Plan is finalised and adopted it will provide additional information relating to the level of funding required for Community Assets. Current modelling is based on broad estimates and expenditure commitments relating to development. An Asset Plan must be adopted by 30 June 2022.

Completion of Workforce Plan

Council is in the process of developing a Workforce Plan which will outline the future demands of the City of Ballarat workforce. This plan will need to address how Council is going to meet the additional demand for services resulting from the growth the city is experiencing. Currently, Council has assumed it can meet this demand within existing resources for the first four years of the Financial Plan. It has assumed FTE will remain at 761 from 2021/22 through to 2024/25.

It will be essential that this Financial Plan be reviewed in 2022, following the development and adoption of these two key strategic documents.

3. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

> 3.1 Comprehensive Income Statement

**Ballarat City Council
Budgeted Comprehensive Income Statement**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	126,665	134,030	137,674	141,659	145,684	151,611	157,297	163,535	170,028	176,789	183,828
Statutory fees and fines	4,969	5,423	5,539	5,623	5,708	5,836	5,968	6,102	6,239	6,380	6,523
User fees	16,420	20,428	25,564	25,995	26,819	27,422	28,039	28,670	29,315	29,975	30,649
Grants - operating	24,931	25,325	24,412	24,730	25,128	25,693	26,271	26,863	27,467	28,085	28,717
Grants - capital	27,760	33,500	24,692	21,033	12,533	20,006	14,458	14,156	13,217	12,571	14,178
Contributions - monetary	9,936	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Contributions - non-monetary	33,332	27,455	22,550	24,881	25,613	18,926	24,844	19,495	15,555	14,650	13,179
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	1,200	200	200	200	200	200	200	200	200	200
Fair value adjustments for investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of investment property	-	-	-	-	-	-	-	-	-	-	-
Net gain/(loss) on disposal of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	2,752	2,605	2,624	2,644	2,669	2,712	2,756	2,801	2,848	2,895	2,943
Total Income	246,765	267,535	258,880	256,170	258,746	261,271	264,024	265,522	269,329	277,488	282,621

**Ballarat City Council
Budgeted Comprehensive Income Statement (continued)**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses											
Employee costs	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(79,157)	(82,244)	(85,452)	(88,785)	(92,247)	(95,845)
Materials and services	(69,879)	(81,414)	(85,884)	(86,272)	(88,535)	(90,527)	(92,564)	(94,647)	(96,776)	(98,954)	(101,180)
Depreciation	(39,867)	(41,420)	(41,430)	(41,961)	(42,492)	(44,158)	(44,905)	(45,767)	(46,531)	(46,150)	(46,417)
Amortisation - intangible assets	-	-	-	-	-	-	-	-	-	-	-
Amortisation - right of use assets	-	-	-	-	-	-	-	-	-	-	-
Bad and doubtful debts	(529)	(747)	(757)	(762)	(762)	(512)	(648)	(631)	(649)	(672)	(696)
Borrowing costs	(1,900)	(1,563)	(1,358)	(1,149)	(1,100)	(777)	(691)	(862)	(771)	(684)	(593)
Finance costs - leases	-	-	-	-	-	-	-	-	-	-	-
Other expenses	(2,552)	(1,835)	(1,771)	(1,842)	(2,486)	(2,028)	(1,972)	(2,016)	(2,712)	(2,228)	(2,155)
Total expenses	(183,742)	(199,782)	(205,650)	(207,269)	(211,561)	(217,074)	(223,195)	(229,284)	(236,136)	(240,843)	(246,886)
Surplus/(deficit) for the year	63,023	67,753	53,230	48,901	47,185	44,112	41,000	36,147	33,106	36,553	35,734
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment / (decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	63,023	67,753	53,230	48,901	47,185	44,112	41,000	36,147	33,106	36,553	35,734

> 3.2 Balance Sheet

**Ballarat City Council
Budgeted Balance Sheet**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	100,247	47,195	33,986	38,663	50,404	39,985	46,955	38,120	47,911	63,916	76,248
Trade and other receivables	12,673	12,526	11,769	11,007	10,245	13,867	13,604	14,011	14,342	14,808	15,210
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	400	400	400	400	400	400	400	400	400	400	400
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-	-	-
Other assets	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187	1,187
Total current assets	114,507	61,308	47,342	51,257	62,236	55,439	62,146	53,718	63,840	80,311	93,045
Non-current assets											
Trade and other receivables	746	746	746	746	746	746	746	746	746	746	746
Investments in associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	1,924,358	2,042,038	2,105,251	2,147,893	2,180,707	2,217,190	2,261,086	2,303,106	2,324,557	2,342,945	2,364,195
Right-of-use assets	2,834	2,125	1,416	707	2,834	2,126	1,417	709	-	-	-
Investment property	-	-	-	-	-	-	-	-	-	-	-
Intangible asset	-	-	-	-	-	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	1,927,938	2,044,909	2,107,413	2,149,346	2,184,287	2,220,061	2,263,249	2,304,560	2,325,303	2,343,691	2,364,941
Total assets	2,042,445	2,106,217	2,154,755	2,200,603	2,246,523	2,275,500	2,325,395	2,358,279	2,389,144	2,424,003	2,457,986

**Ballarat City Council
Budgeted Balance Sheet (continued)**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Liabilities											
Current liabilities											
Trade and other payables	9,089	9,089	9,089	9,089	9,089	9,916	10,205	10,480	10,861	11,153	11,480
Trust funds and deposits	11,288	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788	11,788
Provisions	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560	15,560
Interest-bearing loans and borrowings	4,481	4,692	3,053	1,265	24,417	2,105	2,816	1,899	1,986	2,078	2,173
Lease liabilities	1,302	1,302	1,302	1,302	1,302	723	723	723	-	-	-
Total current liabilities	41,720	42,431	40,792	39,004	62,156	40,092	41,091	40,450	40,196	40,579	41,001
Non-current liabilities											
Provisions	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729	11,729
Interest-bearing loans and borrowings	35,739	31,047	27,994	26,729	2,312	9,386	18,005	16,106	14,119	12,042	9,869
Lease liabilities	1,591	1,591	1,591	1,591	1,591	1,447	723	-	-	-	-
Total non-current liabilities	49,059	44,367	41,314	40,049	15,632	22,561	30,457	27,835	25,848	23,771	21,598
Total liabilities	90,779	86,798	82,106	79,053	77,788	62,653	71,549	68,285	66,044	64,350	62,599
Net assets	1,951,666	2,019,419	2,072,649	2,121,550	2,168,735	2,212,847	2,253,847	2,289,994	2,323,100	2,359,653	2,395,387
Equity											
Accumulated surplus	1,258,327	1,323,030	1,376,260	1,425,161	1,472,346	1,511,444	1,548,254	1,601,603	1,633,608	1,665,213	1,700,330
Reserves	693,339	696,389	696,389	696,389	696,389	701,403	705,593	688,391	689,492	694,440	695,057
Total equity	1,951,666	2,019,419	2,072,649	2,121,550	2,168,735	2,212,847	2,253,847	2,289,994	2,323,100	2,359,653	2,395,387

> 3.3 Statement of Changes in Equity

Ballarat City Council Budgeted Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2020/21				
Balance at beginning of the financial year	1,888,643	1,203,539	674,488	10,616
Surplus/(deficit) for the year	63,023	63,023	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(8,235)	-	8,235
Balance at end of financial year	1,951,666	1,258,327	674,488	18,851
2021/22				
Balance at beginning of the financial year	1,951,666	1,258,327	674,488	18,851
Surplus/(deficit) for the year	67,753	67,753	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(3,050)	-	3,050
Balance at end of financial year	2,019,419	1,323,030	674,488	21,901
2022/23				
Balance at beginning of the financial year	2,019,419	1,323,030	674,488	21,901
Surplus/(deficit) for the year	53,230	53,230	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,072,649	1,376,260	674,488	21,901
2023/24				
Balance at beginning of the financial year	2,072,649	1,376,260	674,488	21,901
Surplus/(deficit) for the year	48,901	48,901	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,121,550	1,425,161	674,488	21,901
2024/25				
Balance at beginning of the financial year	2,121,550	1,425,161	674,488	21,901
Surplus/(deficit) for the year	47,185	47,185	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	2,168,735	1,472,346	674,488	21,901
2025/26				
Balance at beginning of the financial year	2,168,735	1,472,346	674,488	21,901
Surplus/(deficit) for the year	44,112	44,112	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(5,014)	-	5,014
Balance at end of financial year	2,212,847	1,511,444	674,488	26,915

Ballarat City Council
Budgeted Statement of Changes in Equity (continued)

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2026/27				
Balance at beginning of the financial year	2,212,847	1,511,444	674,488	26,915
Surplus/(deficit) for the year	41,000	41,000	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(4,190)	-	4,190
Balance at end of financial year	2,253,847	1,548,254	674,488	31,105
2027/28				
Balance at beginning of the financial year	2,253,847	1,548,254	674,488	31,105
Surplus/(deficit) for the year	36,147	36,147	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	17,202	-	(17,202)
Balance at end of financial year	2,289,994	1,601,603	674,488	13,903
2028/29				
Balance at beginning of the financial year	2,289,994	1,601,603	674,488	13,903
Surplus/(deficit) for the year	33,106	33,106	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,101)	-	1,101
Balance at end of financial year	2,323,100	1,633,608	674,488	15,004
2029/30				
Balance at beginning of the financial year	2,323,100	1,633,608	674,488	15,004
Surplus/(deficit) for the year	36,553	36,553	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(4,948)	-	4,948
Balance at end of financial year	2,359,653	1,665,213	674,488	19,952
2030/31				
Balance at beginning of the financial year	2,359,653	1,665,213	674,488	19,952
Surplus/(deficit) for the year	35,734	35,734	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(617)	-	617
Balance at end of financial year	2,395,387	1,700,330	674,488	20,569

> 3.4 Statement of Cash Flows

**Ballarat City Council
Budgeted Statement of Cash Flows**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Inflows (Outflows)											
Cash flows from operating activities											
Rates and charges	126,365	133,730	137,674	141,659	145,684	149,637	156,686	162,814	169,250	176,005	183,013
Statutory fees and fines	4,969	5,423	5,539	5,623	5,708	6,336	6,543	6,688	6,837	6,992	7,149
User fees	16,120	20,128	25,564	25,995	26,819	29,769	30,743	31,422	32,123	32,851	33,591
Grants - operating	24,931	25,325	24,412	24,730	25,128	25,356	26,186	26,764	27,362	27,982	28,611
Grants - capital	27,760	33,500	24,692	21,033	12,533	19,744	14,720	14,136	13,231	12,573	14,058
Contributions - monetary	9,936	17,569	15,625	9,405	14,392	8,864	4,190	3,699	4,459	5,944	2,403
Interest received	750	750	750	750	750	750	750	750	750	750	750
Dividends received	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits taken	600	500	-	-	-	-	-	-	-	-	-
Other receipts	2,002	1,855	1,874	1,894	1,919	2,889	2,880	2,636	2,688	2,843	2,841
Net GST refund / payment	10,487	10,173	10,573	10,281	10,386	10,003	11,655	12,285	10,995	10,647	11,490
Employee costs	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(78,795)	(82,075)	(85,289)	(88,589)	(92,057)	(95,648)
Materials and services	(90,541)	(91,587)	(96,252)	(96,139)	(98,458)	(99,125)	(101,698)	(104,001)	(106,310)	(108,718)	(111,164)
Short-term, low value and variable lease payments	-	-	-	-	-	-	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(2,552)	(1,835)	(1,771)	(1,842)	(2,486)	(2,221)	(2,172)	(2,215)	(2,940)	(2,480)	(2,375)
Net cash provided by/(used in) operating activities	61,812	82,728	74,230	68,106	66,189	73,206	68,408	69,687	69,855	73,332	74,720

**Ballarat City Council
Budgeted Statement of Cash Flows (continued)**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Inflows (Outflows)											
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(76,387)	(130,936)	(81,384)	(59,013)	(51,820)	(67,326)	(69,794)	(74,561)	(57,110)	(55,097)	(60,157)
Proceeds from sale of property, infrastructure, plant and equipment	-	1,200	200	200	200	440	440	440	440	440	440
Payments for investment property	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-	-	-	-	-	-	-
Payments for investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investments	-	-	-	-	-	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/(used in) investing activities	(76,387)	(129,736)	(81,184)	(58,813)	(51,620)	(66,886)	(69,354)	(74,121)	(56,670)	(54,657)	(59,717)
Cash flows from financing activities											
Finance costs	(1,776)	(1,563)	(1,563)	(1,563)	(1,563)	(777)	(691)	(862)	(771)	(684)	(593)
Proceeds from borrowings	-	-	-	-	-	9,561	11,912	-	-	-	-
Repayment of borrowings	(5,206)	(4,481)	(4,692)	(3,053)	(1,265)	(24,800)	(2,582)	(2,816)	(1,899)	(1,986)	(2,078)
Interest paid - lease liability	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities	-	-	-	-	-	(723)	(723)	(723)	(723)	-	-
Net cash provided by/(used in) financing activities	(6,982)	(6,044)	(6,255)	(4,616)	(2,828)	(16,739)	7,916)	(4,401)	(3,394)	(2,671)	(2,671)
Net increase/(decrease) in cash & cash equivalents	(21,557)	(53,052)	(13,209)	4,677)	11,741)	(10,419)	6,970)	(8,835)	9,791)	16,005)	12,332)
Cash and cash equivalents at the beginning of the financial year	121,804	100,247	47,195	33,986	38,663	50,404	39,985	46,955	38,120	47,911	63,916
Cash and cash equivalents at the end of the financial year	100,247)	47,195)	33,986)	38,663)	50,404)	39,985)	46,955)	38,120)	47,911)	63,916)	76,248)

> 3.5 Statement of Capital Works

**Ballarat City Council
Budgeted Capital Works Statement**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	1,000	10,000	-	-	-	-	-	-	-	-	-
Land improvements	-	200	500	500	-	-	-	-	-	-	-
Total land	1,000	10,200	500	500	-	-	-	-	-	-	-
Buildings	2,064	6,196	5,950	1,000	3,000	21,352	10,961	13,942	3,590	3,665	3,747
Heritage buildings	2,250	3,117	5,500	2,000	-	-	500	-	621	-	656
Building improvements	5,840	9,511	5,101	4,495	4,330	3,000	3,000	3,584	3,584	3,665	3,747
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	10,154	18,824	16,551	7,495	7,330	24,352	14,461	17,526	7,796	7,330	8,151
Total property	11,154	29,024	17,051	7,995	7,330	24,352	14,461	17,526	7,796	7,330	8,151
Plant and equipment											
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	4,058	5,379	3,472	3,522	3,572	3,470	3,525	3,506	3,584	3,665	3,747
Fixtures, fittings and furniture	20	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	2,104	5,542	1,870	1,630	1,630	1,750	2,000	2,337	2,390	2,443	2,498
Library books	449	414	420	426	432	440	450	467	478	489	500
Total plant and equipment	6,631	11,335	5,762	5,578	5,634	5,660	5,975	6,310	6,452	6,597	6,745

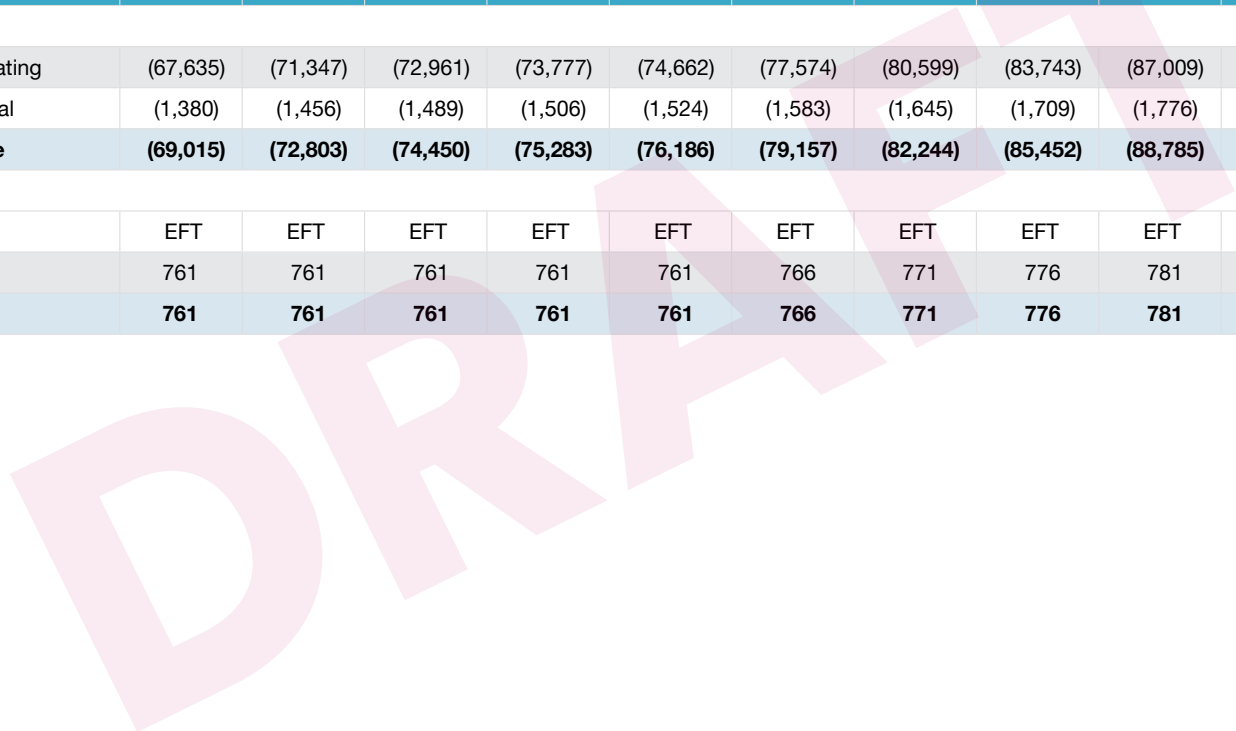
**Ballarat City Council
Budgeted Capital Works Statement (continued)**

For the ten years ending 30 June 2031	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure											
Roads	23,213	33,841	25,394	23,020	24,783	17,551	30,674	28,227	21,519	19,566	20,773
Bridges	173	377	382	482	489	420	588	605	621	638	656
Footpaths and cycleways	779	2,479	2,463	916	936	1,458	918	605	1,242	638	1,312
Drainage	976	3,680	4,898	1,416	934	1,112	605	605	1,242	1,277	1,312
Recreational, leisure and community facilities	21,625	27,460	4,854	5,411	5,357	2,291	2,353	4,232	3,727	4,468	5,902
Waste management	4,227	4,068	6,434	4,554	3,679	4,013	2,942	4,837	4,970	5,106	5,246
Parks, open space and streetscapes	1,622	7,588	1,281	2,070	2,098	3,820	4,353	4,232	3,727	3,830	3,935
Aerodromes	80	-	5,000	5,000	-	-	-	-	-	-	-
Off street car parks	600	2,070	-	-	-	-	-	-	-	-	-
Other infrastructure	5,308	9,014	7,864	2,571	581	529	580	605	621	638	656
Total infrastructure	58,603	90,577	58,570	45,440	38,857	31,193	43,012	43,946	37,670	36,161	39,792
Total capital works expenditure	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688
Represented by											
New asset expenditure	25,384	51,751	16,659	13,405	13,913	17,561	18,687	20,901	3,358	1,890	5,393
Asset renewal expenditure	46,723	63,049	50,774	38,608	37,908	42,499	43,291	44,463	46,076	45,645	46,672
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	4,281	16,136	13,950	7,000	-	1,145	1,471	2,418	2,485	2,553	2,623
Total capital works	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688
Funding sources represented by											
Grants	27,760	39,304	24,692	21,033	15,033	20,006	14,458	14,156	13,217	12,571	14,178
Contributions	-	-	1,000	-	-	850	-	-	-	-	-
Council Cash	39,159	87,507	55,691	37,980	36,788	30,788	37,079	53,627	38,701	37,517	40,510
Borrowings	9,469	4,125	-	-	-	9,561	11,912	-	-	-	-
Total capital works expenditure	76,388	130,936	81,383	59,013	51,821	61,206	63,449	67,782	51,919	50,088	54,688

> 3.6 Statement of Human Resources

**Ballarat City Council
Budgeted Statement of Human Resources**

For the four years ending 30 June 2025	Forecast Actual	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	(67,635)	(71,347)	(72,961)	(73,777)	(74,662)	(77,574)	(80,599)	(83,743)	(87,009)	(90,402)	(93,928)
Employee costs - capital	(1,380)	(1,456)	(1,489)	(1,506)	(1,524)	(1,583)	(1,645)	(1,709)	(1,776)	(1,845)	(1,917)
Total staff expenditure	(69,015)	(72,803)	(74,450)	(75,283)	(76,186)	(79,157)	(82,244)	(85,452)	(88,785)	(92,247)	(95,845)
Staff numbers	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	761	761	761	761	761	766	771	776	781	786	791
Total staff numbers	761	761	761	761	761	766	771	776	781	786	791



> 3.7 Planned Human Resource Expenditure

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CEO Department										
Permanent - full time	3,456	3,497	3,539	3,582	3,700	3,822	4,047	4,182	4,320	4,583
Female	1,758	1,779	1,800	1,822	1,882	1,944	2,008	2,075	2,143	2,214
Male	1,612	1,631	1,651	1,671	1,726	1,783	1,842	1,903	1,966	2,151
Self-described gender	-	-	-	-	-	-	99	102	105	109
Vacant	86	87	88	89	92	95	98	102	106	109
Permanent - part time	369	373	378	382	486	597	617	639	765	791
Female	369	373	378	382	395	408	421	435	449	464
Male	-	-	-	-	91	94	98	102	210	217
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	-	-	-	-	-	-	-	-	-	-
Total CEO Department	3,825	3,870	3,917	3,964	4,186	4,419	4,664	4,821	5,085	5,374
Community Wellbeing Department										
Permanent - full time	12,698	12,850	13,005	13,161	13,595	14,139	14,725	15,212	15,698	16,371
Female	8,231	8,330	8,430	8,531	8,812	9,103	9,404	9,714	10,019	10,349
Male	3,109	3,146	3,184	3,222	3,329	3,438	3,671	3,793	3,918	4,203
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	1,358	1,374	1,391	1,407	1,454	1,502	1,551	1,603	1,656	1,710
Permanent - part time	9,099	9,208	9,319	9,431	9,833	10,158	10,493	10,927	11,392	11,768
Female	8,023	8,119	8,217	8,315	8,590	8,873	9,166	9,468	9,781	10,104
Male	658	666	674	682	704	728	752	863	892	921
Self-described gender	-	-	-	-	91	94	98	102	210	217
Vacant	418	423	428	433	448	462	478	493	510	526
Total Community Wellbeing Department	21,797	22,059	22,323	22,591	23,428	24,296	25,218	26,138	27,090	28,139

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Services Department										
Permanent - full time	7,331	7,419	7,508	7,598	7,849	8,108	8,375	8,771	9,167	9,469
Female	2,327	2,355	2,383	2,412	2,491	2,574	2,659	2,866	2,960	3,058
Male	4,008	4,056	4,105	4,154	4,291	4,433	4,579	4,730	4,886	5,047
Self-described gender	-	-	-	-	-	-	-	-	106	109
Vacant	996	1,008	1,020	1,032	1,066	1,102	1,138	1,175	1,214	1,254
Permanent - part time	456	461	467	473	580	694	792	819	846	958
Female	456	461	467	473	488	504	521	538	556	659
Male	-	-	-	-	91	94	173	178	184	190
Self-described gender	-	-	-	-	-	95	98	102	106	109
Vacant	-	-	-	-	-	-	-	-	-	-
Total Corporate Services Department	7,787	7,880	7,975	8,071	8,428	8,802	9,167	9,590	10,012	10,428
Development and Growth Department										
Permanent - full time	11,379	11,516	11,654	11,794	12,183	12,585	13,110	13,645	14,222	14,560
Female	5,210	5,273	5,336	5,400	5,578	5,762	5,952	6,149	6,479	6,561
Male	5,108	5,169	5,231	5,294	5,469	5,649	5,946	6,142	6,345	6,554
Self-described gender	-	-	-	-	-	-	-	102	105	109
Vacant	1,061	1,074	1,087	1,100	1,136	1,173	1,212	1,252	1,293	1,336
Permanent - part time	3,951	3,998	4,046	4,095	4,321	4,545	4,695	4,937	5,100	5,360
Female	2,853	2,887	2,922	2,957	3,055	3,155	3,259	3,367	3,478	3,593
Male	948	959	971	983	1,015	1,129	1,166	1,291	1,334	1,470
Self-described gender	-	-	-	-	91	94	98	102	105	109
Vacant	150	152	154	155	161	166	171	177	183	189
Total Development and Growth Department	15,330	15,514	15,700	15,889	16,504	17,130	17,805	18,582	19,322	19,920

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure and environment										
Permanent - full time	20,390	20,635	20,882	21,133	21,830	22,660	23,498	24,274	25,179	26,134
Female	2,570	2,601	2,632	2,664	2,752	2,952	3,139	3,243	3,470	3,708
Male	14,793	14,971	15,150	15,332	15,838	16,361	16,900	17,458	18,019	18,614
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant	3,027	3,063	3,100	3,137	3,241	3,348	3,458	3,572	3,690	3,812
Permanent - part time	620	627	635	643	755	780	806	833	861	889
Female	303	307	310	314	324	335	346	358	369	382
Male	282	285	289	292	302	312	322	333	344	355
Self-described gender	-	-	-	-	91	94	98	102	105	109
Vacant	35	35	36	36	37	39	40	41	43	44
Total infrastructure and environment	21,010	21,262	21,517	21,775	22,585	23,440	24,304	25,107	26,040	27,023
Casuals, temporary and other expenditure	1,799	2,594	2,565	2,595	2,681	2,769	2,860	2,960	3,058	3,267
Casuals, temporary and other expenditure	1,255	1,270	1,285	1,301	1,344	1,388	1,434	1,587	1,639	1,694
Total staff expenditure	72,803	74,449	75,283	76,186	79,157	82,244	85,452	88,785	92,247	95,845

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
CEO Department										
Permanent - full time	26	26	26	26	26	26	27	27	27	28
Female	15	15	15	15	15	15	15	15	15	15
Male	10	10	10	10	10	10	10	10	10	11
Self-described gender	-	-	-	-	-	-	1	1	1	1
Vacant	1	1	1	1	1	1	1	1	1	1
Permanent - part time	5	5	5	5	6	7	7	7	8	8
Female	5	5	5	5	5	5	5	5	5	5
Male	-	-	-	-	1	1	1	1	2	2
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total CEO Department	31	31	31	31	32	33	34	34	35	36
Community Wellbeing Department										
Permanent - full time	119	119	119	119	119	120	121	121	121	122
Female	81	81	81	81	81	81	81	81	81	81
Male	25	25	25	25	25	25	26	26	26	27
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	13	13	13	13	13	13	13	13	13	13
Permanent - part time	102	102	102	102	103	103	103	104	105	105
Female	88	88	88	88	88	88	88	88	88	88
Male	9	9	9	9	9	9	9	10	10	10
Self-described gender	-	-	-	-	1	1	1	1	2	2
Vacant	5	5	5	5	5	5	5	5	5	5
Total Community Wellbeing Department	221	221	221	221	222	223	224	225	226	227

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Corporate Services Department										
Permanent - full time	69	69	69	69	69	69	69	70	71	71
Female	23	23	23	23	23	23	23	24	24	24
Male	33	33	33	33	33	33	33	33	33	33
Self-described gender	-	-	-	-	-	-	-	-	1	1
Vacant	13	13	13	13	13	13	13	13	13	13
Permanent - part time	7	7	7	7	8	9	10	10	10	11
Female	7	7	7	7	7	7	7	7	7	8
Male	-	-	-	-	1	1	2	2	2	2
Self-described gender	-	-	-	-	-	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total Corporate Services Department	76	76	76	76	77	78	79	80	81	82
Development and Growth Department										
Permanent - full time	105	105	105	105	105	105	106	107	108	107
Female	50	50	50	50	50	50	50	50	51	50
Male	44	44	44	44	44	44	45	45	45	45
Self-described gender	-	-	-	-	-	-	-	1	1	1
Vacant	11	11	11	11	11	11	11	11	11	11
Permanent - part time	52	52	52	52	53	54	54	55	55	56
Female	37	37	37	37	37	37	37	37	37	37
Male	13	13	13	13	13	14	14	15	15	16
Self-described gender	-	-	-	-	1	1	1	1	1	1
Vacant	2	2	2	2	2	2	2	2	2	2
Total Development and Growth Department	157	157	157	157	158	159	160	162	163	163

> 3.7 Planned Human Resource Expenditure (continued)

For the ten years ended 30 June 2031	Budget	Projections								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Infrastructure and environment										
Permanent - full time	241	241	241	241	241	242	243	243	244	245
Female	26	26	26	26	26	27	28	28	29	30
Male	177	177	177	177	177	177	177	177	177	177
Self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant	38	38	38	38	38	38	38	38	38	38
Permanent - part time	7	7	7	7	8	8	8	8	8	8
Female	4	4	4	4	4	4	4	4	4	4
Male	3	3	3	3	3	3	3	3	3	3
Self-described gender	-	-	-	-	1	1	1	1	1	1
Vacant	-	-	-	-	-	-	-	-	-	-
Total infrastructure and environment	248	248	248	248	249	250	251	251	252	253
Casuals, temporary and other expenditure	15	15	15	15	15	15	15	15	15	16
Casuals, temporary and other expenditure	13	13	13	13	13	13	13	14	14	14
Total staff expenditure	761	761	761	761	766	771	776	781	786	791

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

> Financial Performance Indicators

Indicator	Measure	Forecast Actual	Budget	Projections									Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/-
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	1.0%	3.3%	2.8%	1.4%	4.1%	3.5%	2.3%	2.6%	3.3%	5.2%	4.8%	+
Liquidity													
Working capital	Current assets / current liabilities	274.5%	144.5%	116.1%	131.4%	100.1%	138.3%	151.2%	132.8%	158.8%	197.9%	226.9%	+
Unrestricted cash	Unrestricted cash / current liabilities	168.0%	31.8%	0.7%	12.8%	26.9%	3.2%	9.9%	30.7%	52.5%	79.3%	107.0%	+
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	31.8%	26.7%	22.6%	19.8%	18.4%	7.7%	13.5%	11.2%	9.6%	8.1%	6.7%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	5.5%	4.5%	4.5%	3.3%	1.9%	17.2%	2.1%	2.3%	1.6%	1.5%	1.5%	+
Indebtedness	Non-current liabilities / own source revenue	32.5%	27.1%	24.1%	22.7%	8.6%	13.0%	16.6%	14.7%	13.1%	11.4%	10.1%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	127.9%	191.2%	156.2%	108.7%	89.2%	100.5%	101.3%	104.0%	106.0%	104.4%	106.2%	o

> **Financial Performance Indicators (continued)**

Indicator	Measure	Forecast Actual	Budget	Projections									Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+ / O / -
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	68.1%	64.8%	65.0%	67.3%	66.0%	68.6%	68.9%	69.3%	69.6%	70.0%	70.3%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.6%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,341	\$3,568	\$3,546	\$3,513	\$3,526	\$3,561	\$3,604	\$3,652	\$3,705	\$3,723	\$3,758	+
Revenue level	Total rate revenue / no. of property assessments	\$1,936	\$1,979	\$1,956	\$1,969	\$1,981	\$1,993	\$2,005	\$2,017	\$2,029	\$2,041	\$2,054	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	o
Sustainable Capacity													
Population	Total expenses/ municipal population	\$1,649.97	\$1,794.00	\$1,846.70	\$1,861.24	\$1,899.78	\$1,754.58	\$1,774.31	\$1,796.33	\$1,821.05	\$1,828.18	\$1,845.48	o
Population	Value of infrastructure / municipal population	\$17,280.36	\$18,330.74	\$18,918.56	\$19,295.11	\$19,608.88	\$16,696.12	\$16,623.52	\$16,508.87	\$16,309.08	\$16,089.11	\$15,899.91	o
Population	Municipal population / kilometres of local roads	76.2	76.2	76.2	76.2	76.2	77.9	78.1	78.3	78.5	78.8	79.0	o
Own-source revenue	Own source revenue / municipal population	\$1,354.21	\$1,469.87	\$1,540.94	\$1,581.53	\$1,626.06	\$1,581.45	\$1,577.86	\$1,604.65	\$1,641.96	\$1,685.21	\$1,692.88	o
Recurrent grants	Recurrent grants / municipal population	\$223.88	\$227.41	\$219.21	\$222.07	\$225.64	\$230.63	\$232.14	\$233.67	\$235.21	\$236.74	\$238.48	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

5. Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included to the Financial Plan.

> 5.1 Borrowing Strategy

5.1.1 Current Debt Position

The total amount borrowed as at 30 June 2022 is \$35.7 million, including a \$23.1m interest only loan due for repayment in 2025/26.

Repayment of this \$23.1m loan in 2025/26 will significantly reduce available cash. Additional borrowings are projected to be sought to fund Council’s contribution to new infrastructure related to development growth in 2025/26 and 2026/27.

Specifically, Council will be required to borrow a further \$21.5m over these two years to meet its commitments under the Ballarat West Development Scheme.

5.1.2 Future Borrowing Requirements

The following table highlights Council’s projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

> 5.1.2 Future Borrowing Requirements

	Forecast	Budget	Projections								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	45,426	40,220	35,739	31,048	27,995	26,729	11,490	20,820	18,005	16,106	14,119
Plus new loans	-	-	-	-	-	9,561	11,912	-	-	-	-
Less principal repayment	(5,206)	(4,481)	(4,691)	(3,053)	(1,266)	(24,800)	(2,582)	(2,816)	(1,899)	(1,986)	(2,078)
Closing balance	40,220	35,739	31,048	27,995	26,729	11,490	20,820	18,005	16,106	14,119	12,042
Interest payment	(1,776)	(1,563)	(1,563)	(1,563)	(1,563)	(777)	(691)	(862)	(771)	(684)	(593)

5.1.3 Performance Indicators

The following table highlights Council’s projected performance across a range of debt management performance indicators.

> 5.1.3 Performance Indicators

Performance Indicator	Target	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / rate revenue	Below 40%	31.8%	26.7%	22.6%	19.8%	18.4%	7.7%	13.5%	11.2%	9.6%	8.1%	6.7%
Debt servicing / rate revenue	Below 5%	1.4%	1.2%	1.1%	1.1%	1.1%	0.5%	0.4%	0.5%	0.5%	0.4%	0.3%
Debt commitment / rate revenue	Below 10%	4.9%	3.9%	3.8%	2.8%	1.6%	14.3%	1.8%	1.9%	1.3%	1.3%	1.2%
Indebtedness / own source revenue	Below 40%	32.5%	27.1%	24.1%	22.7%	8.6%	13.0%	16.6%	14.7%	13.1%	11.4%	10.1%

Council maintains its loan borrowing within prudent management limits as demonstrated by the following performance indicators.

Total borrowings / rate revenue

Total borrowings equate to 26.7% of annual rate revenue at the commencement of this plan in 2021/22 and reduce overall to only 6.7% at the conclusion of the plan. There are a series of loans, totalling \$21.5m, planned for 2025/26 and 2026/27 as detailed in section 5.1.1 above. These borrowings are necessary to support the delivery of Council's capital program.

Debt servicing / rate revenue

This indicator remains at very sustainable levels throughout the 10 year period of the plan, never exceeding 1.5%

Debt commitment / rate revenue

Except for 2025/26, when a \$23.1m interest only loan is due for repayment, this indicator also remains at very sustainable levels, indicating that Council is generating sufficient fund to meet its debt commitments.

Indebtedness / Own source revenue

Non-Current Liabilities equate to 32.5% of Own Source Revenue at the commencement of this plan in 2021/22 and reduce to 10.1% in 2030/31.

> 5.2 Reserves Strategy

Council maintains both statutory and discretionary reserves that acknowledge the receipt of funds from sources to be applied on programs that are consistent with the purpose of that Reserve fund.

Reserves represent a record of future obligations and to efficiently manage the application of these funds, requests for expenditure should form part of the Annual Budget program (and correlated capital program) as approved by Council.

5.2.1 Current Reserves**Subdividers Contributions Reserve**

- Purpose - The Subdividers Contributions Reserve holds funds contributed by landowners for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

- Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund open space capital projects on an as approved basis.

Developer Contributions Reserve

- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plan. Council has one (1) Development Contribution Plan relating to the development in Ballarat West.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.

Asset Realisation Reserve

- Purpose – This reserve retains the proceeds from any sale of surplus land, for the purpose of purchasing other, strategic land. Purchase of land from this reserve can only occur on resolution of Council.
- Movements – This reserve is currently forecast to be fully expended during 2021/22.

Waste Reserve

- Purpose – to fund future infrastructure that supports our transition to a circular economy.
- Movements – This reserve is projected to maintain a balance of \$733k for the term of the Financial Plan.

5.2.2 Reserve Usage Projections

The table on the next page discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity. Restricted reserves are to be included to the disclosure of restricted cash assets.

> 5.2.2 Reserve Usage Projections

Reserves	Restricted / Discretionary	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Subdividers Contribution Reserve	Restricted											
Opening balance		1,960	2,960	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		1,000	250	-	-	-	-	-	-	-	-	-
Closing balance		2,960	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210	3,210
Development Contributions Reserve	Restricted											
Opening balance		5,276	12,710	17,958	17,958	17,958	17,958	22,972	27,162	9,960	11,061	16,009
Transfer to reserve		9,936	17,569	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(2,502)	(12,321)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		12,710	17,958	17,958	17,958	17,958	22,972	27,162	9,960	11,061	16,009	16,626
Reserves Summary	Total Restricted											
Opening balance		7,236	15,670	21,168	21,168	21,168	21,168	26,182	30,372	13,170	14,271	19,219
Transfer to reserve		9,936	17,569	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(1,502)	(12,071)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		15,670	21,168	21,168	21,168	21,168	26,182	30,372	13,170	14,271	19,219	19,836

> 5.2.2 Reserve Usage Projections (continued)

Reserves	Restricted / Discretionary	Forecast	Budget	Projections								
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Waste Reserve	Discretionary											
Opening balance		-	-	733	733	733	733	733	733	733	733	733
Transfer to reserve		-	733	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		-	733	733	733	733	733	733	733	733	733	733
Reserves Summary	Total Discretionary											
Opening balance		-	-	733	733	733	733	733	733	733	733	733
Transfer to reserve		-	733	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		-	733	733	733	733	733	733	733	733	733	733
Reserves Summary	Restricted & Discretionary											
Opening balance		7,236	15,670	21,901	21,901	21,901	21,901	26,915	31,105	13,903	15,004	19,952
Transfer to reserve		9,936	18,302	-	-	-	8,014	4,190	3,699	4,459	5,944	2,403
Transfer from reserve		(1,502)	(12,071)	-	-	-	(3,000)	-	(20,901)	(3,358)	(996)	(1,786)
Closing balance		15,670	21,901	21,901	21,901	21,901	26,915	31,105	13,903	15,004	19,952	20,569



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August 2021

8.5. TENDER NO 2020/21-15 GREENWASTE PROCESSING

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Nicholas Benyon – Environment Services Compliance Officer

PURPOSE

1. To enter into Contract Number 2020/21-15 for the provision of Greenwaste Processing with Pinegro Products Pty Ltd for the total tendered price of \$2,394,000.00 (ex GST) for three years. Noting the provision for a one-year extension at the value of \$798,000. The contract term is for three years with the provision of a one-year extension at Council's sole discretion.

BACKGROUND

2. The processing of green waste material is an essential component of the City of Ballarat's green waste service which is inclusive of kerbside pickup and processing.
3. The green waste processing tender was undertaken to attract submissions by suitably experienced green waste processing contractors to undertake processing and marketing of green waste.
4. The City of Ballarat commenced collecting kerbside green waste in July 2016. This service currently provides some 36,748 tenements with a green waste service.
5. Over the past twelve months there has been a significant change in state government policy (Recycling Victoria) to improve diversion of waste from landfill and to encourage the development of a circular economy.
6. The City of Ballarat has developed a draft Kerbside Transition Plan which includes a commitment to, as per Recycling Victoria policy, also provide a food and organics collection service along with a green waste service by 2027.
7. The City of Ballarat will be undertaking work to develop a business case that identifies how to further support the creation of a circular economy through collection of green waste and food and organics. This information will provide input into a final Kerbside Transition Plan.

KEY MATTERS

8. Two (2) tender submissions were received.
9. Green waste processing being carried out at a licenced compost facility, and the development of markets to ensure that the green waste product is moving into growing and sustainable markets, is critical to help deliver on the Recycling Victoria policy.
10. This contract is for three years plus one period. Further green waste and food and organics contract arrangements will be determined beyond this period to align with the final Kerbside Transition Plan.

OFFICER RECOMMENDATION

11. That Council:

- 11.1. Resolves to enter into Contract Number 2020/21-15 for the provision of Greenwaste Processing with Pinegro Products Pty Ltd for the total tendered price of \$2,394,000.00 (ex GST) for three years.**
- 11.2. Note the provision of a one-year extension option, at Council's sole discretion, for the value of \$798,000 (ex GST).**
- 11.3. Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

ATTACHMENTS

- 1. Governance Review [8.5.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The provision of green waste service to residents aligns with Council's vision, plan and policies.

COMMUNITY IMPACT

2. The provision of green waste service to residents will continue to reduce the green waste being deposited to the Landfill.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. The provision of green waste service to residents will continue to reduce the green waste being deposited to the Landfill.
4. The provision of green waste service to residents will see the continued reuse of the green waste in other markets.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. N/A

FINANCIAL IMPLICATIONS

6. Provision of the green waste service is in line with Council's current budget.
7. Continuation of the service will reduce the amount of green waste being deposited at the Landfill. This flows onto extending the life of the Landfill.

LEGAL AND RISK CONSIDERATIONS

8. N/A

HUMAN RIGHTS CONSIDERATIONS

9. 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

10. N/A

GENDER EQUALITY ACT 2020

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

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.6. CAROLS BY CANDLELIGHT STRATEGIC PARTNERSHIP VARIATION REQUEST

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

PURPOSE

1. To address the request for two amendments to the current Strategic Partnership funding agreement for the Carols by Candlelight event, in recognition of the inability to deliver the event in 2020 due to COVID-19 restrictions.
2. Specifically the two amendments requested are;
 - a. To exclude the allocation of funding for the 2020/2021 financial year and to resume the remaining funding schedule from 2021/22 and therefore extend the term of the three-year agreement by an additional one year,
 - b. To waiver the hire fee of MARS Stadium, to be utilised as the event venue, for each remaining year of the agreement.

BACKGROUND

3. In July 2019, it was announced that the popular annual Ballarat Carol's event would not be held. In response, community feedback expressed a clear desire for this well-established community tradition to continue. From this, a new entity, Ballarat Carols by Candlelight Incorporated, was formed and committed to continue the event.
4. Carols by Candlelight Inc subsequently applied for and received a Strategic Partnership with the City of Ballarat, which supports the event to be held December 2019, 2020 and 2021. At the Council meeting held 30 October 2019 Council adopted Resolution R283/19;

RESOLUTION

Council resolves to:

1. Approve a Strategic Partnership Grant to the Ballarat Carols by Candlelight Inc. for a three (3) year period for the delivery of a Carols by Candlelight event in December 2019, 2020, and 2021, for a total value of 45,000 (excl GST), with the tiered payment structure of;
 - a. Year 1 – 2019/20 - \$20,000
 - b. Year 2 – 2020/21 - \$15,000
 - c. Year 3 – 2021/22 - \$10,000
2. Note that this funding will be provided with the conditions relevant to the Strategic Partnership Grant Program

Moved: Cr Amy Johnson

CARRIED

Seconded: Cr Des Hudson

(R283/19)

5. Due to COVID-19 restrictions to the conduct of large-scale events, the Carols by Candlelight event was unable to proceed in 2020, therefore Council funding was not issued. With the hope of holding the event in 2021 organisers have requested to vary the Strategic Partnership funding agreement. The request is to exclude 2020 and its schedule of payment and, rather than lose one year of funding, to extend the overall agreement by one additional year in compensation. This would maintain the three

years of Council funding as per Resolution R283/19. The requested Council funding schedule would be as follows;

Year 1 – 2019/20 - \$20,000 (event and payment completed)

Year 2 – 2020/21 - No Funding allocated

Year 3 – 2021/22 - \$15,000

Year 4 – 2022/23 - \$10,000

6. The second request for contract variation from Carols by Candlelight Inc. is for Council to waive the hire fees for MARS Stadium. In 2019 the event was held in City Oval, which carries no hire fee, however it lacks the facilities and operational functionality that MARS Stadium can offer.
7. Councils Recreations Services Unit are currently holding a booking for the event for December 2021 and are satisfied the event can be accommodated by the venue. The hire fee for the event is \$2,000 (Excl. GST).

KEY MATTERS

8. The Event industry has been heavily affected by the effects of COVID-19, with practically all large scale free roaming public events not permitted under State government restrictions since March 2020. Holding over the 2020/21 funding for Carols by Candlelight and moving it to an extended fourth year may provide a funding pathway of recovery for the event as COVID restrictions ease and large mass gatherings can once again be held.
9. Additionally, waiving the MARS Stadium hire fee may also assist the event to re-establish itself from the absence in 2020 due to Covid 19.
10. Up to 90% of the Council funding, as per the current funding contract, is committed to technical and operational requirements of event management, with the remaining 10% expended on administration and consultancy costs to evaluate and review each year's event.

OFFICER RECOMMENDATION

11. That Council:

- 11.1 **Amend the current Strategic Partnership funding agreement with Carols by Candlelight Incorporated for the delivery of the Carols by Candlelight event; specifically,**

11.1.1 Waive the \$2,000 hire fee for MARS Stadium for each remaining year of the funding agreement,

11.1.2 Exclude funding for the 2020/2021 financial year,

11.1.3 Extend the term of the three-year agreement by one additional year and adopt the payment schedule:

Year 1 – 2019/20 \$20,000 (event and payment completed)

Year 2 – 2020/21 No Funding allocated

Year 3 – 2021/22 \$15,000

Year 4 – 2022/23 \$10,000

ATTACHMENTS

1. Governance Review [**8.6.1** - 2 pages]
2. Application to amend funding agreement [**8.6.2** - 1 page]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Supporting Carols by Candlelight Incorporated aligns with the Ballarat Events Strategy 2018 – 2019 that has been developed in support of the Council Plan. Financial support to the event through the current Strategic Partnership is in accordance with the City of Ballarat Grants Policy.

COMMUNITY IMPACT

2. Organisers of the event aim to deliver a strong city-wide social return through community connectivity and participation. Their purpose is to bring the wider Ballarat community together in community celebration of Christmas. The core aims of the event are to:
 - a. strengthen community inclusion and participation
 - b. improve emotional and social well-being within the community
 - c. lessen social isolation by connecting and bringing people together
 - d. encourage, support, and provide opportunity for the creative sector including local performers, musicians, and businesses
 - e. promote a strong sense of community belonging and connectedness; and,
 - f. celebrate the rich and diverse cultural community of Ballarat.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There is no climate, environmental or sustainability implications from this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The initial Strategic Partnership funding agreement for Carols by Candlelight was developed to support the establishment and ongoing financial sustainability of the event. This remains the intent of Council funding and the recommendations of this report have been developed to work toward that goal.

FINANCIAL IMPLICATIONS

5. There are no financial implications for accepting the request to amend the tiered payment structure. The dollar amount to be issued to the event remains the same but will be dispersed over an alternative time frame.
6. There is a \$2,000 financial implication for Council by agreeing to waive the MARS Stadium hire fee. However, there is sufficient funds in the Strategic Partnership budget to accommodate this, should this be accepted.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal or risk implications 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*.

OFFICIAL

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COMMUNITY CONSULTATION AND ENGAGEMENT

9. There has been no formal community consultation for this report. However, In July 2019, it was announced that the popular annual Ballarat Carol's event would not be held. In response, community feedback anecdotally clearly expressed a desire for this community tradition to continue. As a result, a new entity, Ballarat Carols by Candlelight Incorporated, was formed to continue the event. To assist them to do so, Council entered a Strategic Partnership.

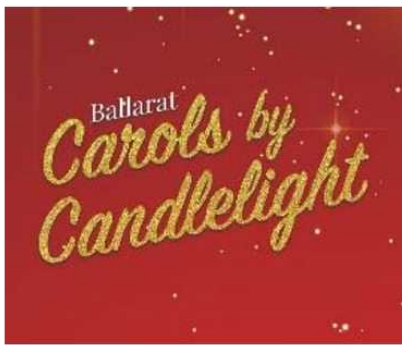
GENDER EQUALITY ACT 2020

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.

OFFICIAL



Ballarat Carols by Candlelight Inc.

ACN: A0107239R

ABN: 57 142 704 040

Mailing address; 30 Raglan Street North, Ballarat Central 3350

22nd July 2021

Application to vary our funding agreement

The committee of Ballarat Carols by Candlelight Inc would like to apply for two amendments to our funding agreement.

1. Our initial agreement was;

2019 - \$20,000

2020 - \$15,000

2021 - \$10,000

Due to our event being cancelled in 2020 (a result of Covid-19 restrictions) we would like to request a fund transfer so that we can receive the \$15,000 in 2021 and the \$10,000 in 2022.

2. We would also like to apply to have the hire cost of Mars Stadium to be covered by the City of Ballarat for the remainder of our contract.

Please consider our request and reply to treasurer@ballaratcarolsbycandlelight.org.au.

Kind Regards

A handwritten signature in blue ink, appearing to read 'Carolyn Bennett'.

Carolyn Bennett (Secretary – Ballarat Carols by Candlelight)

Ph; 0417 352 492

8.7. DESIGN PANEL REVIEW

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

PURPOSE

1. To provide Council with the Terms of Reference for the establishment of a Design Review Panel.
2. To request that the Terms of Reference be adopted by Council.

BACKGROUND

3. With significant development pressure in the municipality there is a growing need for greater design capability to support Council and developers to achieve high quality design outcomes that will make a positive contribution to Ballarat's distinct character and place value. In recognition of this, there is an opportunity to establish a design review process that provides a structured method of design appraisal by experienced built environment professionals. It is an impartial process that provides advice on the design of new buildings, landscapes and public spaces.
4. The practice of design review to improve design outcomes is widely used both in Australia and internationally. The features of best practice design review are consistent, namely that it is independent, expert, critical, constructive, and informed.
5. Good design creates better places which have multiple benefits to the community. The value of well-designed buildings and places are well documented and have economic, social and environmental benefits. Design review delivers public benefit by advancing the quality of architecture, landscape architecture and urban design.
6. Through a design review process, projects are evaluated against the principles of good design and with regard for the parameters of what is allowable in planning policy. Expert panel members evaluate design based on their experience and professional perspective, bringing their informed perspectives together to add richness to the design review process.

KEY MATTERS

7. Design review has influence on the qualitative outcomes of projects and gives advice to decision makers about the design and its degree of resolution. The Design Review Panel is advisory only and does not have a decision-making function. This sits with the design team, the project proponent and the regulatory authority. Decision makers should have due regard to the design review advice and recommendations in their deliberations.
8. Projects for review should be prioritised for their significance and the ability to influence outcomes. Considerations include but are not limited to:
 - Civic or public facing role
 - Project scale, spend and impact
 - Government investment and priorities

- Potential to innovate and improve common practice
 - High community expectations
 - Cultural, historic, economic or environmental significance
 - Addresses key current or future issues or opportunities
 - Builds evidence-base and capability
9. Design review has most value when used at an early design stage. This is because the design ideas are formative, and the approach to the project scope and site can be adjusted. There is also time and budget to adopt the advice, enabling improved design outcomes.
 10. Projects can be reviewed several times and the approach to review will typically become less formal in subsequent reviews. Projects are best reviewed well before the planning application stage and aligned to key project milestones.
 11. The typical panel session format offers a structured process of design review. The sessions are chaired by an expert chairperson. The design team, project proponent and relevant stakeholders attend the session and hear the review. Up to 5 panel members, with expertise relevant to the project review the project.
 12. An expert panel that has the relevant professional experience is the foundation of effective design review. The panel will be selected through a robust competitive selection process. As a group the panel are pre-qualified, built environment professionals with expertise in design review, and demonstrated capability and experience across the fields of architecture, landscape architecture, urban design, urban planning or other specialist areas. From this central pool, panelists are selected to give design advice to ensure that significant projects deliver the best possible public benefit, value and quality and realise their full potential.
 13. The Terms of Reference establishes the scope and parameters of the design review panel. It sets out the aspirations of the process, the terms of panel appointment and conduct, how conflicts of interest are managed, and establishes the expectations of panel members.
 14. Costs are associated with the operation of the panel, including member remuneration. These costs will depend on the number of panel sessions that are conducted but are not expected to be significantly greater than what Council currently incurs to engage independent review services by individual consultants. The breadth and depth of advice that is achieved through a robust design review process is considered to provide better value for money.
 15. The Design Review Panel will be piloted for a period of 12 month period. At the end of this time an evaluation will be undertaken to determine the efficacy of the panel and review its outcomes.
 16. During the pilot phase the Office of the Victorian Government Architect has committed to provide support to the City of Ballarat in the form of advice, training and access to the pool Victorian Design Review Panel members if required.

OFFICER RECOMMENDATION

17. That Council:

17.1 Supports the establishment of Design Review Panel.

17.2 Adopts the City of Ballarat Design Review Panel Terms of Reference.

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. City of Ballarat Design Review Panel Term of Reference final 20210825 [8.7.2 - 11 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the goals of the Council Plan, specifically:
Goal 3: A city that fosters sustainable growth
Objective 3.5: Ensure better quality sustainable design outcomes in both City of Ballarat and private development. This objective identifies the establishment of a Design Review Panel.

COMMUNITY IMPACT

2. Good design creates better places which have multiple benefits to the community. The value of well-designed buildings and places are well documented and have economic, social and environmental benefits. Design review delivers public benefit by advancing the quality of architecture, landscape architecture and urban design.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

5. Costs are associated with the operation of the panel, including member remuneration. These costs will depend on the number of panel sessions that are conducted but are not expected to be significantly greater than what Council currently incurs to engage independent review services by individual consultants. The breadth and depth of advice that can be achieved through a robust design review process is considered to provide better value for money.

LEGAL AND RISK CONSIDERATIONS

6. There are no legal and risk considerations identified for the subject of this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. This establishment of a Design Review Panel is identified in the Council Plan which the community has been consulted on and engaged with.

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

City of Ballarat Design Review Panel

TERMS OF REFERENCE

Version Number	Author/s	Status	Issue date	Authorisation date
V1.0	Fiona Gray	Draft – Internal officer and OVGA review	24/06/2021	
V2.0	Fiona Gray	Draft – Council briefing	26/07/2021	
V3.0	Fiona Gray	Final – For Council endorsement	25/08/2021	

1. PURPOSE

- 1.1 The purpose of the Design Review Panel (hereinafter referred to as the Panel) is to provide an efficient and consistent approach to delivering expert, independent design advice and guidance to decision-makers, developers and designers in order to deliver high quality built environment outcomes across Ballarat.
- 1.2 The primary means in which the Panel assists Council in achieving this objective is by undertaking robust design reviews of proposed projects and planning applications, particularly those which raise complex or contentious design issues and are significant in scale.
- 1.3 Design reviews have several related functions. These include:
 - Providing confidential peer review that is independent from the project team.
 - Exploring and testing design ideas and concepts with experienced, multi-disciplinary experts at various stages throughout the design process.
 - Assisting Council officers in defining and articulating the crucial design principles and issues to improve communication with proponents and facilitate good design outcomes.
 - Applying professional expertise to assess the quality of the design primarily within the context of planning policies and issues identified to the Panel by Council officers.
 - Identifying examples of good design put forward in proposals and the recognition of such in advice to Council.
 - Allowing the design process to challenge the brief if the initial design phase has revealed unforeseen problems or opportunities.
 - Brokering alternative approaches and design solutions and expediting decisions.
- 1.4 The Panel can also act as an expert body of opinion from which Council and officers can seek advice on design issues, separate from those presented at the scheduled Panel sessions. This may include comment on matters of design policy, development of design briefs, or design education and promotion.

2. REVIEW PRINCIPLES

- 2.1 For design review to be effective, it must be resourced appropriately and conducted in a manner that is fair, robust, and credible. The following ‘best practice’ principles of design review should

be used to guide the review process and set an appropriately high standard of conduct from Panel members.

2.2 Design review should be:

- *Independent* – It is conducted by people who are not connected with the proposal’s promoters and decision-makers and ensures that conflicts of interest do not arise.
 - *Expert* – It is carried out by suitably trained people who are experienced in design and know how to critique constructively. Review is usually most respected when it is carried out by professional peers of the project designers because their standing and expertise will be acknowledged.
 - *Multi-disciplinary* – It combines the different perspectives of architects, urban designers, planners, landscape architects, engineers and other specialist experts to provide a complete, rounded assessment.
 - *Accountable* – The Panel, and the advice that it provides to the Council must be clearly seen to work for the benefit of the community.
 - *Transparent* – The Panel’s remit, membership, governance processes and funding should always be in the public domain.
 - *Proportionate* – It is used on projects whose significance (either at local or State level) warrants the investment needed to provide the service.
 - *Timely* – It takes place as early as possible in the design process because this can avoid a great deal of wasted time. It also costs less to make changes at an early stage.
 - *Advisory* – The Panel does not make decisions but it offers impartial advice that informs recommendations to the people who do.
 - *Objective* – It appraises proposals according to measures that are reasoned and objective, rather than the stylistic tastes of individual Panel members.
 - *Accessible* – The recommendations arising from design review are clearly expressed in terms that design teams, decision-makers and the community can all understand and make use of.
- 2.3 Individual design review principles may not apply equally to all projects due to their location or type. At the commencement of a design review, the panel should determine which principles should be prioritised in the evaluation process.

3. AUTHORITY

- 3.1 The Panel is advisory only and does not have a decision-making function. The Panel advises on the design quality of proposals with reference to design principles outlined by the Office of the Victorian Government Architect and supporting State Planning Policies, as well as local planning schemes and policies. The process is designed to complement the statutory planning system, influencing design decisions early and providing expert advice to all parties, including decision making authorities at key stages of the project’s development. Decision makers shall have due regard to the design review advice and recommendations in their deliberations.
- 3.2 The Panel Chair may be requested to brief decision makers either through preparation of a briefing note or attendance at a meeting. Where a matter is referred to the Victorian Civil and Administrative Tribunal for review, the Panel Chair may also be required by the Tribunal to attend proceedings.

4. GOVERNANCE AND SUPPORT

- 4.1 The Panel is an independent, advisory panel funded by the City of Ballarat.

- 4.2 The City of Ballarat will be responsible for the establishment, operation and management of the Panel. A dedicated Coordinating Officer (hereinafter referred to as the Coordinator) will exist within the City of Ballarat's Development and Growth Directorate for this purpose.
- 4.3 The Coordinator is responsible for:
- Managing the scheduling, preparation, coordination, reporting and monitoring of Panel sessions
 - Inducting new members and ensuring they are briefed about Panel operations.
 - Selecting Panel members and the Chair from the membership pool for any given session and ensuring that they have appropriate experience for the nature of the project under review.
 - Being the primary liaison with Panel members, the Chair and other Government agencies as required.

5. MEMBERSHIP

- 5.1 The Panel should include members with expertise in one or more of the following disciplines:
- Architecture (essential)
 - Urban design (essential)
 - Planning (essential)
 - Landscape architecture
 - Heritage
 - Aboriginal cultural heritage
 - Sustainability and environmental design
 - Services engineering
 - Accessibility
 - Transport planning
 - Public art
 - Civil and/or structural engineering
- 5.2 While local knowledge is useful and encouraged, a balance between locals and expertise from outside the local government area should be sought to optimise the range and calibre of skills available. Level of experience/expertise shall generally take precedence over geographical representation.
- 5.3 All Panel members should be registered and maintain good standing with their respective professional bodies.
- 5.4 In addition to professional expertise, Panel members must be effective at providing constructive critique in a multidisciplinary panel. This requires clarity of thought, clear articulation, respectful engagement, and the ability to balance pragmatic and impartial advice. Panel members should have a good understanding of the State's Planning Framework and relevant local Government policies and planning processes.
- 5.5 To be independent and apolitical, the City of Ballarat should not appoint decision makers, its own elected members, or Council officers to the Panel. However, key Council planning (and other) officers should participate in all design reviews in an advisory capacity and to provide administrative and governance support.
- 5.6 Members may withdraw from the Panel at any time by advising Council in writing.

- 5.7 The appointment of any member may be withdrawn by Council at any time should it determine, for any reason, that the Panel membership should be modified.

6. ELIGIBILITY

- 6.1 Proposals eligible for design review should include those that are significant because of:
- their size and scale
 - the site or location
 - the uses they support
 - community expectations and impact
 - government investment and priorities
 - cultural, historical, economic or environmental factors
- 6.2 The Panel is to provide impartial architectural and design advice on:
- major capital works and public realm project
 - significant buildings
 - any other proposal referred to the Panel by the Director of Development and Growth
- 6.3 Projects may be recommended for design review but proponents are not mandated to undertake the Panel review process.

7. TIMING AND NUMBER OF REVIEWS

- 7.1 The number of reviews needed will vary depending on the complexity of a proposal. Up to three reviews may be needed for the process to be effective.
- 7.2 Design reviews should occur before a planning application is submitted. It is strongly recommended that the first design review takes place during the concept design stage to ensure that proponents can take advantage of the advice offered at a time where the design is flexible enough to accommodate change without impacting on time and cost constraints. A subsequent review should typically occur at a stage when the design has been further progressed. Depending on the outcome of the initial meeting, this review session will typically occur during design development or prior to the proposal being submitted for planning approval.

8. DESIGN PRINCIPLES

- 8.1 The Victorian Government Architect outlines a set of performance-based design principles in its *'Good Design – Issue 1'* publication. These principles establish a broad definition of 'good design' and form the basis of design review consideration. Performance-based design principles identify the objectives to be met without prescribing how to achieve them. Design review is an essential component of this approach, as qualitative assessment is required to determine whether the required performance outcomes have been achieved in any given proposal. This approach provides flexibility for developers to deliver improved project and site-specific outcomes as well as benefits for the broader community. It provides latitude for skilled and experienced designers to pursue innovative solutions. It also offers the opportunity for efficiency, allowing for solutions to be considered collaboratively, and generally enabling a smoother determination phase following the submission of an application.
- 8.2 Good design is:
- *Inspiring* – Good design embeds the very essence of a project into a narrative and vision. A thorough interrogation of a project's purpose, objectives and influencing factors establishes a

vision which is essential to elevate a project beyond its primary purpose and deliver an inspiring addition to the built environment.

- *Contextual* – Good design is informed by its location and responds to site-specific environmental, social and cultural conditions. Appropriate contextual relationships with regard to building scale, form, mass and materiality of all elements create a valuable addition to a place.
- *Functional* – Good design meets the requirements of a building or place through efficient spatial arrangements which enhance convenience, amenity and opportunities for future adaptability. A good design will deliver a concept that fully integrates functional requirements and explores synergies with the project vision to deliver value beyond primary technical needs.
- *Valuable* – Good design marries aesthetics and functionality at the inception of a project, which is fundamental in reducing the full life-cycle costs of a project. Good design is essential in the value creation of a place.
- *Sustainable* – Good design respects our environment and resources by embedding efficiency, enhancing local ecology and creating a durable long-term built legacy.
- *Enjoyable* – Good design increases amenity through creating healthy and safe places that are enjoyable at all times of the day, fosters community involvement and engenders community pride. Inclusive and equitable environments contribute to broader positive social and economic outcomes for all users.
- *Enduring* – Through the synthesis of vision and function, good design embeds lasting value into our built environment. Good design is essential in place-making which promotes community pride, providing a truly enduring legacy which will continue to serve, inspire and delight.

9. APPOINTMENT OF PANEL MEMBERS

- 9.1 Suitable candidates will be recruited through an appointment process, which includes:
 - public advertising seeking formal Expressions of Interest (EOI)
 - consideration of EOI submissions by an appropriate selection panel
 - shortlisting of individuals that meet the professional selection criteria
 - an interview process to confirm appropriate design review expertise
 - a report with recommendation/s for appointment presented to the Council.
- 9.2 Following completion of the selection process, all details of the appointment will be confirmed in writing and a member induction will be scheduled.
- 9.3 The term of office for a Panel member shall be four years and will run concurrently with the Council election cycle. Expressions of interest for Panel members will be completed by October of the year following the election of a new Council. Existing members can reapply for a further term.
- 9.4 A person who is currently employed by, or who is an elected member of the City of Ballarat, is not eligible for appointment as a member of the Panel.
- 9.5 All Panel appointments are endorsed by Council.
- 9.6 Council may appoint a pool of suitable persons to serve on the Panel however each Panel session shall comprise a maximum of five members.
- 9.7 Appointment to the Panel can be rescinded by a decision of Council on recommendation of the Director of Development and Growth.

- 9.8 Panel members of the Victorian Design Review Panel appointed by the Office of the Victorian Government Architect may be invited to participate in City of Ballarat Panel sessions without being required to undergo the City of Ballarat appointment process outlined in Clauses 9.1 – 9.5.

10. PANEL MEMBER ROLES AND RESPONSIBILITIES

General

10.1 All Panel members are required to:

- provide independent, fair and reasonable professional advice relative to the Design Principles and relevant State and local policies and schemes.
- treat all discussions and information about applications with sensitivity and confidentiality.
- respond to and comment on material presented, providing clear and constructive feedback.
- disclose any actual or perceived conflicts of interest in writing for the record. Where an interest exists, the member must:
 - o disclose the interest to the Chair as soon as possible, and before the session to ensure there is a quorum for all items.
 - o if the interest is a pecuniary interest, the member must not take part in the consideration or discussion of the matter.

10.2 All disclosures of interest will be recorded in the Panel session notes.

Panel Chair

10.3 The Chair of a Panel session is an important role and is typically an expert and a champion of good design. As well as chairing the meeting proceedings, the chair must ensure that the Panel discussion is professional, constructive and that the advice is clear.

10.4 The Chair's role is primarily to orchestrate the input from Panel members. Panel members will provide independent and impartial advice on the design quality of development proposals to the Chair, whose view will then be informed by the Panel members' advice. The Chair may also add additional comments or address issues not highlighted by the Panel.

10.5 The Chair is responsible for:

- Liaising with the Coordinator about the operation of the Panel including advice regarding additional briefing material or requirements.
- Setting the tone and suggesting the approach to the advice in a pre-review session. Generally, in the structure it is good to move from strategic and aspirational issues first through to more detailed issues last.
- Acknowledgement of country, welcoming and introducing the Panel, proponents and any observers present in the meeting.
- Ensuring the orderly conduct of the session consistent with the session agenda and timing.
- Facilitating interactive discussion and participation of all Panel members, key City of Ballarat attendees, and proponents, enabling solutions to be brokered collaboratively.
- Reflecting and identifying differing views of Panel members and arbitrating if necessary. The chair can assist the Panel in filtering extreme views, brokering solutions where advice is conflicting, or adding advice in areas not covered.
- Ensuring that discussions remain focussed on the application being considered and that advice relates to matters covered by the Design Principles and relevant State and local policies and schemes.

- Seeking clarification from the Panel or design team on unclear points and ensure each Panel member's views are heard.
- Acknowledging the constraints and brief that the team is working within and the project stage.
- Summarise key issues. Importantly the Chair provides a verbal summary of the Panel's views on which the subsequent report will be based.
- Ensuring consistency of Panel advice between reviews.
- Endorsing the final design review report.
- Briefing decision makers on Panel advice when required.

11. REMUNERATION

11.1 On receipt of a tax invoice, members will receive an honorarium at the following rates:

- Chairperson: \$750
- Each other member of the Panel: \$500

11.2 Where a member of the Panel is requested to appear on the City of Ballarat's behalf as an expert witness at the Victorian Civil and Administrative Tribunal, the member is to be paid at a mutually agreed hourly rate consistent with the qualifications, experience and professional status of the member.

11.3 Members will be remunerated for travel expenses connected with any meeting, site visit or review at current ATO rates on receipt of a tax invoice.

11.4 The rates of remuneration will be reviewed annually.

12. PANEL SESSION PROCEDURES

Process

12.1 Reviews will be undertaken in accordance with the model process outlined in the Office of the Victorian Government Architect's *'Guide to Design Review'* (See extract in Appendix A)

Frequency

12.2 In order to respond to matters in a timely manner, meetings will be held on an 'as needs' basis. Panel members will be provided with a minimum of 10 working days' notice of the meeting date.

Site Inspections

12.3 Immediately prior to each design review session, the Coordinator will arrange for a site visit to be undertaken. The Chair and all Panel members engaged for an individual proposal will need to attend, unless otherwise agreed prior to the day of the session. Government agency representatives may also be invited to attend site visits to provide specific advice relevant to their field.

Quorum and attendance

12.4 The Coordinator will issue a meeting agenda to all appointed Panel members one week prior to the meeting date.

12.5 It is recommended that all Panel members review the proposed agenda and advise the Coordinator as soon as possible of:

- a) their ability to attend the meeting
- b) any interest to be declared in any matter listed on the agenda.

12.6 A Panel session may not proceed unless a quorum comprising a minimum of three Panel members is present. If a quorum cannot be achieved for all or part of the meeting, the

Coordinator will contact suitable members from the pool in accordance with the procedure adopted for those circumstances. If a quorum cannot be achieved, the meeting cannot proceed and should be rescheduled.

- 12.7 It is important to optimise the consistency of the Panel and advice particularly across subsequent reviews for the same proposal. As such, the Chair and a minimum of one other Panel member must remain consistent in subsequent reviews. The composition of the Panel may change in subsequent reviews where a specific issue is identified that a new Panel member can contribute specialised advice to.
- 12.8 The City of Ballarat may replace panel members who are regularly unavailable for meetings.

Panel member preparation

- 12.9 Prior to each design review session, Panel members will be provided with a detailed brief on each development proposal, in confidence, at least 5 working days prior to the intended session date.
- 12.10 Where an application has already been submitted prior to referral to the Panel, an initial officer assessment will be undertaken and the results of which will be provided to the Panel as part of the agenda preparation process.
- 12.11 It is expected that Panel members will familiarise themselves with all information provided prior to the session and prepare comments in advance, to enable effective use of session time. If additional information is required prior to the session, a request should be submitted to the City of Ballarat in accordance with the procedures advised during the induction.

Observers

- 12.12 Design review sessions are closed to members of the public as information discussed can be commercially confidential.
- 12.13 Key stakeholders may be invited to attend the Panel sessions as observers and may be invited to brief the Panel on specific issues relating to their respective agencies, including other City of Ballarat staff or representatives of other Victorian Government agencies as required. Observers may only participate at design review sessions when invited by the Chair.
- 12.14 Persons who may later be required to consider and determine an application that is undergoing design review should not attend Panel sessions in order to preserve the transparency and integrity of the planning decision making process.
- 12.15 Planning and other officers are encouraged to attend review sessions as observers, as it can offer valuable training on design quality considerations, familiarity with the design review process and an understanding of how it can benefit a range of projects.

13. PANEL ADVICE

- 13.1 Following each design review session, the Coordinator will issue a confidential draft written Panel advice to Panel members for review and comment. Panel members are required to provide comment on the draft Panel advice within two working days.
- 13.2 Following comment by Panel members, the Coordinator will compile the Panel members' comments into the draft Panel's advice for final review and clearance by the Chair. The Chair is required to clear the Panel's advice within two working days.
- 13.3 Following final clearance of the Panel's advice by the Chair, the Coordinator will issue the proponent and lead designer with confidential written Panel advice within ten working days of the design review session. The Panel's advice will be informed by the views of the panel and will evaluate the design quality of the development proposal. Where appropriate, other key stakeholders may be copied into the Panel's advice.
- 13.4 The Panel's advice outlines the key matters raised during the design review session to assist the proponent. It is not a minute or full transcript of the design review session.

- 13.5 Proponents are to contact the Coordinator if a clarification of the Panel's advice is required. Proponents must not directly contact the Chair or Panel members about the Panel's advice.

14. CONFIDENTIALITY

- 14.1 All Panel review sessions will be carried out in strict confidence and Panel members will not discuss proposal nor disclose any information received before or after the review.
- 14.2 Panel advice will not generally be published but it may be subject to requirements of freedom of information legislation.

APPENDIX A

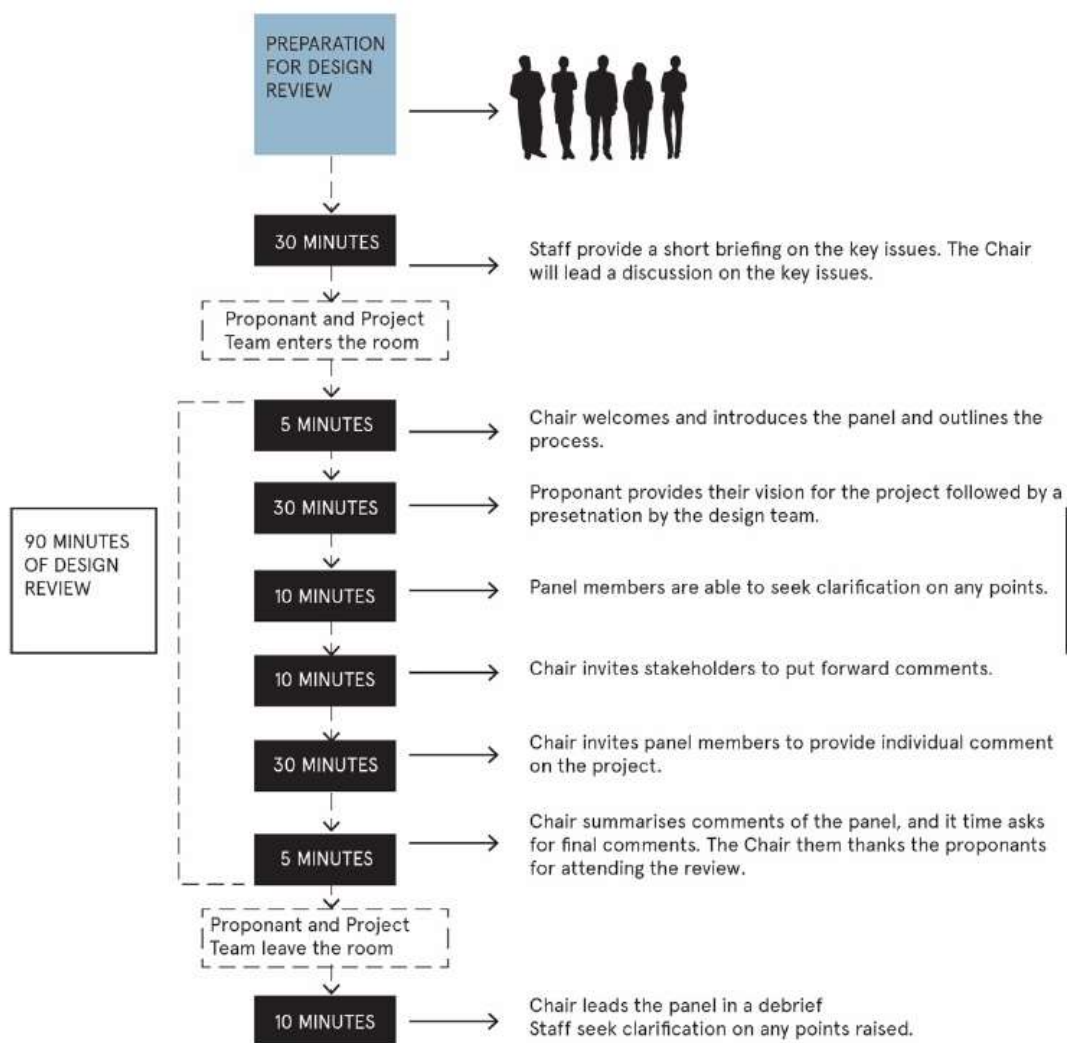
Design Review Meeting Process

(Reference: Guide to Design Review, Office of the Victorian Government Architect)

SESSION FORMAT

The format for review enables the project to be presented, statutory authorities key concerns to be articulated and attendees to hear the Panel’s review and advice.

Each project will be allocated 60-120 minutes for design review. A typical session will be structured as follows:



PROCESS

Briefing and revision of drawings (prior to session commencing)

Before Panel members review a scheme, they have an opportunity to review the pinned up A1 drawings and are briefed by Council officers on the project background, the site and any key issues Panel members need to be aware of.

Welcome

The representatives of the project proponent, their design team and all other key stakeholders are invited to enter the room and are welcomed by the panel Chair.

Introductions take place prior to commencement of the session.

Presentation of the scheme

The project proponent and representatives of their design team succinctly explain to the Panel the project brief, and the aims, objectives, main design issues and key features of the proposal. They may present to the pinned up A1 drawings, but may also choose to utilise an electronic presentation, physical models etc.

Comments from key decision makers or stakeholders in the room

Representatives of decision-making authorities or other key stakeholders present have an opportunity to put forward views, position, issues or comment in relation to the proposal.

Questions of clarification from the panel

The Chair invites the Panel to direct any questions of clarification in relation to what has been presented to those present in the room – the proponent, design team, decision makers or other stakeholders.

Comment and open discussion

The Chair invites panel members to make comments and offer critique, feedback and advice on the proposal. Presenters are to be given the chance to respond to any queries and criticisms, but the Chair should not allow the project team to dominate the discussion.

Once the chair has summarised the discussion, the project team will leave the room so that the Chair and panel can clarify key points, agree on the tone of the advice, and ensure all points have been captured, to enable the Coordinator to draft the formal letter of advice. It should be noted that only issues raised in the review will be described in the final letter of advice.

8.8. DISABILITY ADVISORY COMMITTEE REPRESENTATIVES

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

PURPOSE

1. To present to Council for formal appointment three new nominated members of the Disability Advisory Committee.

BACKGROUND

2. The Disability Advisory Committee (Committee) provides advice to Council on matters relating to access and inclusion for people with disability in Ballarat.
3. There were three vacancies on the Committee to be filled, with an advertisement inviting applications published on 14 May 2021.
4. Two (2) Committee positions have become available following the recent retirements of Ken Gunning and Faye Baxter. We acknowledge and thank both for their tremendous service to the Committee. There has also been an existing vacancy on the Committee for some time.

KEY MATTERS

5. The three vacant Committee positions were advertised in accordance with the Disability Advisory Committee Terms of Reference. Applications opened on 14 May 2021 and closed on 30 June 2021.
6. Ten applications were received and assessed against the following criteria:
 - a. Lived experience and/ or expertise expands on or fills a gap in the existing committee membership
 - b. Awareness of local concerns for people with disability
 - c. Skills and competencies to participate in an advisory committee
7. With a maximum capacity of twelve committee members, the appointment of the three recommended members will fill all twelve (12) Committee positions.
8. The Assessment Panel (Panel) included two (2) Committee members and two (2) Council staff. The Panel assessed applications and conducted informal interviews with short-listed applicants.
9. At a meeting held on 21 July 2021, the Panel resolved to recommend that Council appoint the following individuals to the Committee:
 - a. Heidi Biggin,
 - b. Ashlee Shepherd, and
 - c. Vivian Bradbury.

OFFICER RECOMMENDATION

10. That Council:

10.1 Appoint Heidi Biggin, Ashlee Shepherd and Vivian Bradbury as community representatives on the Disability Advisory Committee effective immediately.

ATTACHMENTS

1. Governance Review [8.8.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The full membership and functioning of the Disability Advisory Committee aligns with several key strategic documents:
 - **Draft Council Vision 2021 – 2031**
A healthy, connected and inclusive community
 - **Draft Council Plan 2021 – 2025**
2.8 Enhance Ballarat as a Diverse, Inclusive and Compassionate Community
Develop a Disability Access and Inclusion Plan
 - **Draft Health and Wellbeing Plan 2021 – 2031**
Priority group: People with Disability
 - **Disability Access and Inclusion Plan 2019 – 2022**

COMMUNITY IMPACT

2. Committee membership seeks to reflect a broad range of lived experiences and expertise to raise a breadth of perspectives and advice to Council about issues that impact on people with disability and on their participation in life.
3. The inclusion of new and diverse members assists with expanding the conversation so that people with disability, their families, friends and the community more broadly can continue to benefit from increasingly inclusive and accessible local spaces and opportunities.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no known implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no known implications.

FINANCIAL IMPLICATIONS

6. The appointment of the recommended Committee members does not impact Council financially.

LEGAL AND RISK CONSIDERATIONS

7. There are no known legal or risk considerations.

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*.

OFFICIAL

OFFICIAL

COMMUNITY CONSULTATION AND ENGAGEMENT

9. Applications were sought in line with the Disability Advisory Committee Terms of Reference.

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.

OFFICIAL

8.9. COMMUNITY AND BUSINESS SUPPORT PACKAGE

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

PURPOSE

1. Council have acknowledged the significant impact lockdowns continue to have on the community and businesses and have subsequently requested a report to consider a support package for local businesses, community groups and residents to give some additional support as they recover from the ongoing impact of lockdowns.
2. While it is acknowledged there is a wide range of support available from both Federal and State Governments, the initiatives that form the proposed support package seek to consider additional support for the community, particularly some of those who may not be eligible for other funding programs.

BACKGROUND

3. COVID-19 was declared a global pandemic on 30 January 2020 and a State of Emergency was declared in Victoria on 16 March 2020.
4. Varying periods of restrictions imposed by the State Government to tackle the various outbreaks over the past year have had significant social and financial impacts on the Ballarat community and businesses.
5. Throughout the pandemic the City of Ballarat has adapted its service delivery to ensure delivery of our critical community services are maintained at all times and delivered in a safe and compliant manner.
6. The City of Ballarat Response, Reactivation and Recovery Plan was developed with a wide range of initiatives to support the community and aid the recovery across the city and throughout the past year, many initiatives including waiver of fees and the introduction of the COVID-19 Financial Hardship Policy have been implemented.
7. Council has listened to the community and some of the strongest feedback has been from those small and micro businesses impacted by snap lockdowns. While we know the State Government must take the necessary steps to tackle this incredibly infectious variant, we acknowledge that snap lockdowns continue to impact the community and in particular our business community.
8. One of the keys to our recovery will be a strong and stable business sector.
9. Ballarat is a very significant regional economic, sporting, social and cultural hub in Victoria and its recovery and future prosperity is reliant on a rapid recovery in business activity and visitation.
10. With thousands of residents who are employed in local business, it's in all of our best interests to provide support where we can.

11. The new program will aim to supplement existing funding available from Federal and State Governments while seeking to also provide support to some of the businesses and community groups not eligible for support through other funding programs.

KEY MATTERS

12. The proposed Community and Business Support Package will be capped at \$1,000,000 (one million dollars).
13. A range of other City of Ballarat measures are recommended to either be introduced or extended to provide additional relief – including waivers of numerous fees and charges, as well as interest on outstanding rates.
14. Funding for the package and identified range of measures is proposed to be allocated from under expenditure in 2020/21 which has been identified in an initial review of the year end 2020/21 financial result. A report clarifying the overall underspend and carryover request will be presented to Council in September.
15. Detail of the proposed package is outlined below:

Proposed Community and Business Grants

- Business Support Grants – \$500 grant for businesses with a significant reduction in revenue as a result of COVID-19
- Community Support Grants - \$250 grant for community groups, volunteer groups and sports clubs with a significant reduction in revenue due to COVID-19

Other proposed support and relief measures

- Waiver of interest on outstanding rates for the 2021/22 financial year – in total this is expected to save local businesses and residents \$175,000
- Ongoing application of Councils COVID-19 Financial Hardship Policy to support residents and businesses in genuine need of support during the 2021/22 financial year
- Waiver food act registration fees until 30 June 2022 – more than \$60,000 of savings to local restaurants, café's and other food service businesses
- Waiver of Public Health and Wellbeing registration fees until 30 June 2022 - \$44,000 in savings
- Waiver of outdoor dining permit fees until 30 June 2022 - \$30,000 benefit to business
- Waiver of A Frame signage permit fees until 30 June 2022 - \$5,000 benefit to business
- Re-establishment of the Business Contact Centre. Our team will engage with local business to assist them to access available federal, state and local funding programs and facilitate the other assistance available

OFFICER RECOMMENDATION

16. That Council:

- 16.1 Endorse the Chief Executive Officer to allocate \$1,000,000 from under expenditure in the 2020/21 financial result to the proposed Community and Business Support Program.**

16.2 Endorse the Chief Executive Officer to allocate \$309,000 from under expenditure in the 2020/21 financial result to cover the costs of the other proposed support and relief measures.

16.3 Endorse the Chief Executive Officer to establish and implement the required framework, eligibility criteria and application process for the proposed Community and Business Grants.

ATTACHMENTS

1. Governance Review [8.9.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The proposed Community and Business Support Package directly aligns with the Council Plan, Strategies and Policies by seeking to acknowledge the significant impacts of the COVID-19 pandemic on the community and ensure that grant and waiver recipients are able to access support, supplementing the wide range of support available from both Federal and State Governments.

COMMUNITY IMPACT

2. While it is acknowledged there is a wide range of support available from both Federal and State Governments, the initiatives that form the proposed support package seek to consider additional support for the community, particularly some of those who may not be eligible for other funding programs.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. No direct environmental sustainability issues or opportunities have been identified in the development of this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The intent of the proposed Community and Business Support Package is to aid the community and local businesses in response to impacts of the COVID-19 Pandemic.
5. Ballarat is a very significant regional economic, sporting, social and cultural hub in Victoria and its recovery and future prosperity is reliant on a rapid recovery in business activity and visitation.

FINANCIAL IMPLICATIONS

6. The proposed Community and Business Support Package will be administered and governed by the City of Ballarat.
7. Contributions to the proposed Community and Business Support Package includes \$1,309,000 from under expenditure in the 2020/21 financial result to cover the costs of the other proposed support and relief measures.

LEGAL AND RISK CONSIDERATIONS

8. There are no specific legal or risk implications from this report.

HUMAN RIGHTS CONSIDERATIONS

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

OFFICIAL

OFFICIAL

COMMUNITY CONSULTATION AND ENGAGEMENT

10. Consultation on the proposed Community and Business Support Package has occurred through direct consultation with the community and local businesses.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.10. TENDER NO. 2021/22-002 MARS STADIUM, NORTH BALLARAT - GATE 1 ENTRY UPGRADES & NEW COMPLEMENTARY WORKS

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Trent Bursill - Project Manager

PURPOSE

1. To amend the Council record R145/21 noting that the \$1,773,647.00 (ex GST) figure provided in the report dated 28 July 2021 was incorrect. The correct figure amount is \$1,733,647.00 (ex GST).
2. To award Contract 2021/22-002 - Mars Stadium, Gate 1 Entry Upgrades & new complementary works
3. The scope of this contract involves the gate 1 entry upgrade and construction of a food and beverage zone, behind goal camera platform and accessible seating improvements to the existing Western and Eastern stands.
4. The contract also includes a tender option to supply and install four (4) Abel Sports Net Posts and five (5) bays of netting to improve the safety of patrons attending events and the Stadium.

BACKGROUND

5. The upgrade work delivered through this contract will achieve the key Project Objective as outlined in the Project Charter approved by the Project Steering Committee. This being to:
'Enhance the gameday experience at the venue to better accommodate spectators attending major events at Mars Stadium and reduce the venue's reliance on temporary infrastructure'.
6. The Project works form the final component of the larger \$6.35m Stage 2 upgrades at the Stadium. The Stage 2 works involve several core deliverables which will be delivered independent of each other, but which together will constitute the delivery of the overall Project. The core deliverables are as follows:
 - Upgrading the Stadium's entrances including entrance 2, ticket boxes and covered entry area to gate 1.
 - Creation of additional fully accessible permanent toilets to reduce the need for temporary toilets on match days.
 - Improving disability access to seating in the Western and Eastern Stands of the Stadium.
 - Improved spectator standing areas to include viewing berms with formalised terracing.
 - Ensure that the existing change room facilities are female friendly compliant; and
 - Create permanent food and beverage areas,(collectively the Project).

KEY MATTERS

7. The figure provided at the 28 July 2021 Council meeting was incorrect, the correct amount is \$1,773,647.00. All other information provided at the 28 July 2021 Council meeting is unchanged.
8. Two (2) tender submissions were received.
9. The tendered price (including the tender option) is in line with the planned budget for these works.
10. The project is fully funded by the Victorian Labour Government represented by Department of Jobs, Precincts and Regions (DJPR), following the 2018 State Election.

OFFICER RECOMMENDATION

11. That the Council:

- 11.1 **Note the Council resolution 145/21 was incorrectly reported as \$1,773,647.00 (ex GST) and should have read \$1,733,647.00 (ex GST) and seeks Council to amend the record with the following resolution as outlined in 11.2.**
- 11.2 **Resolves to enter into Contract Number 2021/22-002 for the provision of Mars Stadium, North Ballarat - Gate 1 Entry Upgrades & new complementary works with H Troon Pty Ltd for the total tendered price of \$1,733,647.00 (ex GST).**

ATTACHMENTS

1. Governance Review [8.10.1 - 3 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Charter of Human Rights and Responsibilities Act 2006
2. City of Ballarat Council Plan 2017 – 2021

COMMUNITY IMPACT

3. The upgrade work delivered through this contract will achieve the key Project Objective as outlined in the Project Charter approved by the Project Steering Committee. This being to:
'Enhance the gameday experience at the venue to better accommodate spectators attending major events at Mars Stadium and reduce the venue's reliance on temporary infrastructure'.
4. Upgrading game day infrastructure will improve the fan experience at Mars Stadium and increase the chances of Ballarat being able to attract other major sporting and cultural events to the venue.
5. The project will deliver many benefits including growth of the game in regional Victoria, continued economic growth in Ballarat and improved local business activity.
6. The Project works form the final component of the larger \$6.35m Stage 2 upgrades at the Stadium. The Stage 2 works involve several core deliverables which will be delivered independent of each other, but which together will constitute the delivery of the overall Project. The core deliverables are as follows:
 - Upgrading the Stadium's entrances including entrance 2, ticket boxes and covered entry area to gate 1.
 - Creation of additional fully accessible permanent toilets to reduce the need for temporary toilets on match days.
 - Improving disability access to seating in the Western and Eastern Stands of the Stadium.
 - Improved spectator standing areas to include viewing berms with formalised terracing.
 - Ensure that the existing change room facilities are female friendly compliant; and
 - Create permanent food and beverage areas,(collectively the Project).
7. Mars Stadium is the premier outdoor stadium located in Ballarat. The Stadium is the second home of the Western Bulldogs Football Club, hosts a range of other major sporting events such as AFL/AFLW, A-League Soccer, Super Rugby, Nitro Circus and is highly utilised by the local community.

However, Mars Stadium, does not currently deliver on contemporary fan expectations. High levels of temporary infrastructure are required to host AFL matches and other elite sporting events and there is an extremely limited corporate hospitality offering.

The temporary infrastructure currently required to host large events does not meet fan expectations and their experience is directly impacted by:

- Reliance on temporary toilets that are unable to cater for large crowds
- Limited food and beverage offering

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- An inability to provide a spectator environment that is comfortable and protected against all weather conditions.
8. Without an improved fan experience, growing or at least maintaining attendance numbers at Mars Stadium will be difficult. In addition, achieving a longer-term commitment by the Western Bulldogs Football Club to continue to play at Ballarat is also in jeopardy. A poor fan experience puts at risk the opportunity to host further AFL/AFLW matches and other sporting codes at Mars Stadium.
 9. Further to this, the infrastructure and supporting amenities required to host women's sports at the stadium are not currently in place, therefore limiting the opportunities for both elite and local women's sport to be played at the venue.
 10. The Mars Stadium Stage 2 upgrades will deliver amenity improvements to the stadium to better accommodate spectators, improve the overall event day experience and provide the necessary infrastructure and amenity upgrades required to showcase female friendly sport.
 11. The Western Bulldogs Football Club (WBFC), the City of Ballarat and the Victorian Government have all identified Mars Stadium as a vital sport and recreation asset in Victoria's West. AFL/AFLW and elite sporting events held at Mars Stadium offer regional families a chance to experience the game at the highest level without having to travel to Melbourne. Major sporting events at Mars Stadium also attract thousands of interstate and intrastate visitors to Ballarat, delivering significant economic benefits to the local community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

12. The information presented within this report does not have any identifiable environmental implications in and of itself.

ECONOMIC SUSTAINABILITY IMPLICATIONS

13. Approximately 95% (\$1,433,850) of the total contract value will utilise labour, materials, plant, and equipment sourced from within the defined group of local municipalities.

FINANCIAL IMPLICATIONS

14. The tendered price (including the Tender Option) is in line with the \$1,997,000 planned budget for these works.
15. The tendered works are a core scope item of the Project as defined by the project deliverables outlined in the signed \$6,350,000 funding agreement between the State Government of Victoria represented by the Department of Jobs, Precincts and Regions (DJPR) and the City of Ballarat.

LEGAL AND RISK CONSIDERATIONS

16. Award of this contract does not have any significant effect on Council's risk profile. Risks present in this work are typical for construction of new public facilities and are expected to be adequately controlled through existing provisions.
-

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17. A Risk Management Plan has been developed and is reviewed by the Project Control Group at each scheduled meeting.

HUMAN RIGHTS CONSIDERATIONS

18. 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

19. Regional Roads Victoria has been consulted in the design of works relating to this contract.
20. The AFL, Western Bulldogs Football Club and the State Government of Victoria are represented on the Project Control Group for this project and have been involved throughout the design process and have approved final concepts.
21. Consultation with user groups is actively managed by Council's Sport and Active Living unit.
22. User groups will continue to be consulted throughout the project construction and will be provided with regular updates regarding the projects progress by Council's Sport and Active Living unit.
23. Additional updates on this project are being provided through Council's media department and through the State Government (funding partner) media unit as required.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

25. 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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8.11. MAYOR AND DEPUTY MAYOR ELECTION

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

PURPOSE

1. This report recommends to Council to schedule an **Unscheduled Council Meeting** on Monday, 1 November 2021 to consider the Mayoral term and the election of Mayor and Deputy Mayor.

BACKGROUND

2. On 16 December 2020, Council adopted the schedule of Council meeting dates for 2021. It is proposed that there be an additional Council Meeting to consider the Mayoral term; and the election of Mayor and Deputy Mayor.
3. In accordance with section 3.3.2 of Council's Governance Rules, Council may have an **Unscheduled meeting** of the Council as required.

KEY MATTERS

4. In accordance with section 26(3) of the *Local Government Act 2020* (the Act), a Council is required to resolve to elect a mayor for a 1 or 2 year term.
5. On 11 November 2020, Council resolved to elect the Mayor and Deputy Mayor for a 1-year term.
6. In accordance with section 26(4) of the Act, the next election of the Mayor must be held on a day to be determined by the Council that is as close to the end of the 1 year term as is reasonably practicable.
7. It is recommended that Council determine to hold an **Unscheduled Council Meeting** on Monday, 1 November 2021 to consider the Mayoral term and the election of Mayor and Deputy Mayor.
8. If supported, give public notice of **Unscheduled Meeting** by publishing on Council's website.

OFFICER RECOMMENDATION

9. That Council:

- 9.1 **Schedule an **Unscheduled Council Meeting of Council to be held on Monday, 1 November 2021 to commence at 6:30pm in the Council Chamber, Town Hall, Sturt Street Ballarat to consider the Mayoral term; and election of the Mayor and Deputy Mayor.****

ATTACHMENTS

1. Governance Review [8.11.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The election of the Mayor and Deputy Mayor (if resolved) is a statutory requirement of Council.

COMMUNITY IMPACT

2. There is no community impact for the subject of this report.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. In accordance with section 26(4) of the *Local Government Act 2020* (the Act), the next election of the Mayor must be held on a day to be determined by the Council that is as close to the end of the 1-year term as is reasonably practicable.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. There is no community consultation and engagement required for the subject of this report.

GENDER EQUALITY ACT 2020

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

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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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8.12. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES - 2 JUNE AND 14 JULY 2021

Division: Corporate Services
Director: John Hausler
Author/Position: Lorraine Sendall – Executive Assistant Director Corporate Services

PURPOSE

1. The purpose of this report is to provide Council with copies of minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. At the meetings of these Committees held on 2 June, 2021 and 14 July, 2021 five contracts were approved by the Committee. This report provides a copy of the minutes of these meetings as well as detailing summary information in relation to these Contracts.

BACKGROUND

2. To ensure good governance and transparent decision making, minutes of meetings of the Delegated committees are presented to Council and kept in accordance with the adopted Terms of Reference and Common Seal and Conduct at Meetings Local Law. This report advises that minutes of the Contracts Approval Delegated Committee (the Committee) are attached to this report for the meetings held on 2nd June and 14th July, 2021.
3. The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee has been established and will meet weekly, as required, in order to provide Council Officers with necessary decisions of Council to enable procurement processes to be completed.

KEY MATTERS

4. Local Content

Contract	Awarded to	Value	Outcomes	Local Content Outcome
2020/21-187	Panel comprising of: A) Coppens Signs B) The Sign Mill C) Signarama Ballarat D) Phillip Smyth Visual Creations	\$100,000 estimated total (excluding GST)	Panel – Promotional Signage	Yes

	E) Robert Young Signs			
2020/21-499	Paul Hazlett Painting and Decorating	Schedule of Rates	Provision of Painter Trade Services	Yes
2020/21-578	Rainstorm Dust Control Pty Ltd	\$120,000 p.a. estimated (excluding GST)	Supply and Install Dust Suppressant	No
2020/21-572	Supalux Linemarking Pty Ltd	Schedule of Rates	Provision of Line Marking Services	No
2020/21-501	Beaumont Air-Elect Pty Ltd	Schedule of Rates	Heating, Ventilation and Air-conditioning Maintenance	Yes

OFFICER RECOMMENDATION

5. That Council:

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

5.2 Receive the Contracts Approval Delegated Committee minutes of the meeting held on 2nd June and 14th July, 2021.

ATTACHMENTS

1. Confirmed Contracts Minutes of meeting held Wednesday 2 June 2021.docx [8.12.1 - 6 pages]
2. Confirmed Contracts Minutes of meeting held Wednesday 14 July 2021.docx [8.12.2 - 7 pages]



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

2 June 2021

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 2 JUNE 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Mark Harris

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Stephen Bigarelli (Acting Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Matthew Wilson (Director Community Wellbeing)
Mr Jeff Johnson (Executive Manager Events and Arts)
Mr Darren Sadler (Executive Manager Property Services and Facilities Maintenance)
Mr John McKenna (Facilities Management Contract Co-ordinator)
Mr Trevor Harris (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Cr Tracey Hargreaves

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 19 May, 2021 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

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Contracts Special Committee Minutes

2 June, 2021

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5.2 CONTRACT 2020/21-499 PAINTER TRADE SERVICES (RO BRIDGET WETHERALL / JOHN MCKENNA)	5

5.1 CONTRACT 2020/21-187 PROVISION OF PANEL – PROMOTIONAL SIGNAGE
(RO – Matthew Wilson / Sarah Kennedy)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approves a contract to supply promotional signage.

BACKGROUND

2. The Panel – Promotional Signage is for the supply of promotional signage to service the needs of the City of Ballarat for a period one year with a further two x two year options. The previous contract for promotional signage expired on 31 December 2020.
3. Council has a large and varied requirement for promotional and operational signage. Requirements under this tender include printing on a range of materials (i.e. corflute, metal, foam core) and can include window decals, vinyl banners, corflute A-Frame signage and custom display concepts (based on the requirement of individual projects).
4. As the City of Ballarat signage projects range in timeframe from long lead to very short timeframes, it is important to have a panel of suppliers to complete the works if any individual suppliers becomes unavailable.
5. Council received 5 tenders submissions, all being local companies.

KEY MATTERS

6. The promotional signage tender addresses business unit needs across Council for key printing and promotional requirements.
7. There can be significant variation in the annual requirements for promotional signage due to the changing format, quantity and style of events and projects. As a result, this tender, similar to the previous promotional signage tender, is based on a schedule of rates. It is estimated that the value of the tender period will be \$500,000.

RESOLUTION**8. That the Contracts Approval Delegated Committee:****8.1. Resolve to enter into Contract 2020/21-187 for the provision of Panel – Promotional Signage for the estimated annual tendered price of \$100,000 (excluding GST) with:**

- a) Alakit Pty Ltd t/a/ Coppens Signs
- b) The Sign Mill
- c) Signarama Ballarat
- d) Philip Smyth Visual Creations Pty Ltd
- e) Sign Struck Pty Ltd t/a/ Robert Young Signs

The Contract Term is of one (1) year with the provision of two (2) further two (2) year extensions at Council's sole discretion.

8.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

5.2 CONTRACT 2020/21-499 PAINTER TRADE SERVICES
(RO – Bridget Wetherall / John McKenna)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approves Council to enter into a contract for the provision of Painter Trade Services.

BACKGROUND

2. Council requires qualified companies or individuals with the capacity, professional approach and technical ability to fulfill Council's Building and Facility Management needs with a critical emphasis on quality, delivery and customer service.
3. Tenders were sought from suitably qualified companies or individuals to undertake painting trade services to the City of Ballarat's property portfolio. Works include the maintenance, repairs and renewal as part of Councils painting program.
4. The type of works forming this maintenance contract would include but not limited to:
 - Professional implementing Councils annual painting program;
 - Reactive repairs when necessary;
 - Typical internal/external commercial painting works to walls, ceilings, timber, metal finishes etc;
 - Works to various Council assets and building types including high profile Council heritage buildings;
 - Floor treatments such as to timber decking, epoxy painting to concrete flooring etc;
 - Power washing surfaces and various other types of maintenance, preparation etc;
 - Any other applicable services.

KEY MATTERS

5. The tender was advertised in the Ballarat Times News Group, Council's Website and eProcure from 1 April 2021. The invitation period closed on 28 April 2021 with five tenderers submitting responses. Two of the five submissions were considered local companies.
6. The tender responses were carefully evaluated by the evaluation panel members. Based on the company achieving the lowest VFM score and submitting the most competitively priced schedule of rates;, the evaluation panel recommended local provider Paul Hazlett Painting and Decorating be awarded the contract.

RESOLUTION**7. That the Contracts Approval Delegated Committee:**

7.1 Resolves to enter into Contract number 2020/21-499 for the provision of Painter Trader Services with Paul Hazlett Painting and Decorating for the schedule of rates provided with the contractor's tender submission. The contract term is for one (1) year with the provision of two (2) x two (2) year extensions at Council's sole discretion.

7.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

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Contracts Special Committee Minutes

2 June, 2021

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12:34 pm

Confirmed this 14th day of July, 2021

Cr Ben Taylor

.....
**Cr Ben Taylor
Chairperson**



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

14 July 2021

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 14 JULY 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

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

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Ms Natalie Robertson (Director Development and Growth)
Mr Luke Ives (Acting Executive Manager Operations)
Mr John McKenna (Facilities Management Contract Co-ordinator)
Mr Trevor Harris (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 2nd June, 2021 as circulated, be confirmed.

Moved Cr Tracey Hargreaves
Seconded Cr Mark Harris

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

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5.3 CONTRACT 2020/21-501 HEATING, VENTILATION AND AIR-CONDITIONING MAINTENANCE (RO BRIDGET WETHERALL / JOHN MCKENNA)	6

5.1 CONTRACT 2020/21-578 SUPPLY AND INSTALL DUST SUPPRESSANT
(RO – Bridget Wetherall / Luke Ives)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approve a contract for the supply and install of Dust Suppressant to Rainstorm Dust Control Pty Ltd.

BACKGROUND

2. The City of Ballarat maintains an unsealed road network of approximately 330 kilometres in length. Each year a program is required to suppress dust on the network during the summer months improving road safety and benefiting adjoining property owners. The total area for application is estimated at 140,000 square metres.

KEY MATTERS

3. The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 13 May 2021. The invitation period closed on 2 June, 2021 with one tenderer submitting a response.
4. The evaluation panel met on 21 June, 2021 to review the initial scoring of the tender by evaluation panel members.
5. Following the evaluation meeting, Rainstorm Dust Control Pty Ltd is recommended for this contract for their demonstrated experience in completing previous years contracts for the City of Ballarat, within the required timeframe and to the required standard.

RESOLUTION**6. That the Contracts Approval Delegated Committee:**

- 6.1 Resolve to enter into Contract 2020/21-578 for the supply and install of Dust Suppressant with Rainstorm Dust Control Pty Ltd for the supplied schedule of rates, the annual estimated contract amount is \$120,000 (excluding GST). The Contract terms is for three years with the provision of one plus one year extensions at Council's sole discretion.**
- 6.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Tracey Hargreaves
Seconded Cr Ben Taylor

CARRIED

5.2 CONTRACT 2020/21-572 PROVISION OF LINE MARKING SERVICES
(RO – Bridget Wetherall / Luke Ives)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approve Council to enter into a contract for the provision of Linemarking Services.

BACKGROUND

2. This program reinstates approximately 70km of line including, centre edge, statcon and advisory markings such as rail crossing, school zones and bike lanes.

KEY MATTERS

3. The tender was advertised in the Ballarat Times News Group, Council's Website and eProcure from 13 May 2021. The invitation period closed on 2 June 2021 with one tenderer submitting a response.
4. The evaluation panel met on Monday 21st June 2021 to review the initial scoring of the tender by evaluation panel members.
5. Following the evaluation panel meeting, Supalux Linemarking Pty Ltd is recommended for this contract. Supalux Linemarking Pty Ltd has demonstrated their ability to undertake works required over the past five years contracting to the City of Ballarat. Previous works completed have been delivered on time, budget and to the required quality standards.

RESOLUTION**6. That the Contracts Approval Delegated Committee:**

- 6.1 Resolves to enter into Contract number 2020/21-572 for the provision of Linemarking Services with Supalux Linemarking Pty Ltd for the supplied schedule of rates. The contract term is for three (3) years with the provision of one (1) x one (1) year extensions at Council's sole discretion.**
- 6.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Ben Taylor
Seconded Cr Tracey Hargreaves

CARRIED

6.3 CONTRACT 2020/21-501 HEATING, VENTILATION AND AIR CONDITIONING (HVAC) MAINTENANCE

(RO – Bridget Wetherall / John McKenna)

SUMMARY

1. This report recommended that the Contracts Approval Delegated Committee approves Council to enter into a contract for the provision of Heating, Ventilation and Air-conditioning (HVAC) Maintenance Services.

BACKGROUND

2. Council requires qualified companies or individuals with the capacity, professional approach and technical ability to fulfill Council's Building and Facility Management needs with a critical emphasis on quality, delivery and customer service.
3. Tenders were sought from suitably qualified companies or individuals to undertake heating, ventilation and Air-conditioning (HVAC) maintenance and repairs to the City of Ballarat's property and asset portfolio.
4. The type of works would include but not limited to:
 - General HVAC related repairs and maintenance to Council's facilities;
 - Emergency response and attendance to site when issues occur including after hours;
 - Preventative maintenance/servicing regimes to various mechanical plant and equipment to ensure compliance and good, efficient operation;
 - Regular cleaning of relevant equipment, ductwork etc to ensure efficient operation;
 - Regular filter replacements to A/C systems in accordance with applicable standards;
 - Maintenance to fire and smoke control systems, dampers etc as per code requirements;
 - Required maintenance in relation to water systems and microbial control;
 - Aquatic specific HVAC repair and maintenance to Council's aquatic centres and pools;
 - Knowledge and advice around mechanical controls and building management systems;
 - Any other applicable services.

KEY MATTERS

5. The tender was advertised in the Ballarat Times News Group, Council's Website and eProcure from 20 May 2021. The invitation period closed on 9 June 2021 with ten tenderers submitting responses. Three of the ten submissions were considered local companies.
6. The tender responses were carefully evaluated by the evaluation panel members. Based on the company achieving the lowest VFM score and submitting the most competitively priced schedule of rates;, the evaluation panel recommended local provider Beaumont Air-Elec Pty Ltd be awarded the contract.

RESOLUTION**7. That the Contracts Approval Delegated Committee:**

7.1 Resolves to enter into Contract number 2020/21-501 for the provision of Heating, Ventilation and Air-conditioning (HVAC) Maintenance Services with Beaumont Air-Elec Pty Ltd for the schedule of rates provided with the contractor's submission. The contract term is for one (1) year with the provision of two (2) x two (2) year extensions at Council's sole discretion.

7.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

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Contracts Special Committee Minutes

14 July, 2021

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Tracey Hargreaves
Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12:36pm

Confirmed this 28th day of July, 2021

Cr Ben Taylor

.....
**Cr Ben Taylor
Chairperson**

8.13. S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

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

PURPOSE

1. The purpose of the report is to review and update the S6 Instrument of Delegation, Members of Staff.

BACKGROUND

2. It is proposed that the Instrument of Delegation be granted to the positions of members of Council staff rather than to the individual staff member. This means that the delegation will still apply to the position should there be a change in personnel or any staff acting in the role.
3. It is imperative that Council staff have the correct delegation for dealing with matters under the current Acts and Regulations.
4. The powers conferred on the Council under some legislative Instruments cannot be delegated through the Chief Executive Officer and must be delegated from Council.

KEY MATTERS

5. The following changes have been made to the last iteration:
 - Legislative changes within the *Planning and Environment Act 1987*, *Residential Tenancies Regulations 2021*, *Cemeteries and Crematoria Act 2003* and *Environment Protection Act 1970*;
 - Removal of position Principal Planner Strategic Projects (PPSP);
 - Removal of position Project Manager Urban Renewal (PMUR);
 - Removal of Subdivision Administration Officer (SAO);
 - Removal of Regulatory Services Support Officer (RSSO);
 - Inclusion of position Principal Strategic Planner (PSP); and
 - Changed position title Coordinator Growth Areas Facilitation (CGAF) to Manager Growth Areas (MGA).

OFFICER RECOMMENDATION

6.1 Exercise the powers conferred by the legislation referred to in the attached instrument of delegation at Attachment 2, and that:

6.2 They be delegated to members of Council staff, holding, acting in or performing the duties of the officers or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that instrument.

- 6.3 The Instrument comes into force immediately after the Common Seal of Council is affixed to the instrument.**
- 6.4 On the coming into force of the instrument, all previous S6 delegations to members of Council staff are revoked.**
- 6.5 The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that may from time to time adopt.**

ATTACHMENTS

1. Governance Review **[8.13.1 - 1 page]**
2. S6 Instrument of Delegation - Members of Staff **[8.13.2 - 181 pages]**
3. S6 Legislative updates **[8.13.3 - 7 pages]**
4. Provisions for Principal Strategic Planner (PSP) **[8.13.4 - 13 pages]**

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Instrument of Delegation is a statutory requirement of Council.

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. The endorsement of the revised S6 Instrument of Delegation ensures that the core operations functions of the Council are not impeded.
7. Council's delegations are constantly maintained and periodically monitored to ensure that appropriated Council officers have the power to carry out their duties lawfully.

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. There has been consultation with the relevant managers to ensure the correct delegations have included in the Instrument of Delegation.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

10. No Council Officers who have provided advice in relation to this report have a conflict of interest regarding the matter.

OFFICIAL



BALLARAT CITY COUNCIL

INSTRUMENT OF DELEGATION

S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF



Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

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

Abbreviation	Position
AOBS	Administration Officer Building Services
AOEH	Administration Officer Environmental Health
AOGAF	Administration Officer Growth Areas Facilitation
AOLLT	Administration Officer Local Laws and Traffic
AORS	Administration Officer Regulatory Services
AOSC	Administration Officer Statutory Compliance
AOSTP	Administration Officer Statutory Planning
CO	Compliance Officer
CAM	Coordinator Asset Management
CBS	Coordinator Building Services
CCPE	Coordinator Compliance and Parking Enforcement
CEH	Coordinator Environmental Health
CID	Coordinator Infrastructure Delivery



Abbreviation	Position
CIT	Coordinator Integrated Transport
CPG	Coordinator Parks and Gardens
CRC	Coordinator Risk and Compliance
CRM	Coordinator Road Maintenance
CSTP	Coordinator Statutory Planning
DCA	Development Contributions Accountant
DCS	Director Corporate Services
DDG	Director Development and Growth
DIE	Director Infrastructure and Environment
EHO	Environmental Health Officer
EMDF	Executive Manager Development Facilitation
EMEG	Executive Manager Economic Growth
EMGR	Executive Manager Governance and Risk
EMI	Executive Manager Infrastructure
EMO	Executive Manager Operations
EMPSFM	Executive Manager Property Services and Facilities Management



Abbreviation	Position
EMRS	Executive Manager Regulatory Services
HSO	Health Services Officer
LLEO	Local Laws Events Officer
MGA	Manager Growth Areas
MSTP	Manager Statutory Planning
MSP	Manager Strategic Planning
MBS	Municipal Building Surveyor
Not Applicable	Not Applicable
Not Delegated	Not Delegated
PSTP	Principal Statutory Planner
PSP	Principal Strategic Planner
POC	Project Officer Compliance
RMCS	Road Maintenance Contract Supervisor
RMS	Road Maintenance Scheduler
SASO	Senior Asset Surveillance Officer
SSTP	Senior Statutory Planner



Abbreviation	Position
SSP	Senior Strategic Planner
SCO	Statutory Compliance Officer
STP	Statutory Planner
SP	Strategic Planner
SPA0	Strategic Planning Administration Officer
SO	Subdivision Officer
SASU	Supervisor Asset Surveillance
SPD	Supervisor Pathways and Drainage
SRS	Supervisor Road Safety
SUSR	Supervisor Sealed Roads
SUR	Supervisor Unsealed Roads
TLEG	Team Leader Economic Growth
TLEH	Team Leader Environmental Health
TLPSE	Team Leader Parking Services
TLRSATS	Team Leader Regulatory Services Administration/Technical Support
TOBS	Technical Officer Building Services



Abbreviation	Position
TOEH	Technical Officer Environmental Health
TSODF	Technical Support Officer Development Facilitation

3. declares that:

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

3.2 the delegation:

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

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

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

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council;

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

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



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

..... Mayor/Councillor

..... Chief Executive Officer



Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020
- Residential Tenancies Regulations 2021
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015



S6 Instrument of Delegation - Members of Staff

Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	CPG, DIE, EMO, EMPSFM	Where Council is a Class B cemetery trust
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	CPG, DIE, EMO, EMPSFM	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions	CPG, DIE, EMO, EMPSFM	Where Council is a Class B cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 14	Power to manage multiple public cemeteries as if they are one cemetery.	CPG, DIE, EMO, EMPSFM	
s 15(4)	Duty to keep records of delegations	AOSC, CRC, DCS, EMGR, SCO	
s 17(1)	Power to employ any persons necessary	DIE, EMPSFM	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	CPG, DIE, EMO, EMPSFM	
s 17(3)	Power to determine the terms and conditions of employment or engagement	DIE, EMPSFM	Subject to any guidelines or directions of the Secretary



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 18(3)	Duty to comply with a direction from the Secretary	CPG, DIE, EMO, EMPSFM	
s 19	Power to carry out or permit the carrying out of works	CPG, DIE, EMO, EMPSFM	
s 20(1)	Duty to set aside areas for the interment of human remains	CPG, DIE, EMO, EMPSFM	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 20(3)	Power to set aside areas for those things in paragraphs (a) - (e)	CPG, DIE, EMO, EMPSFM	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	CPG, DIE, EMO, EMPSFM	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	CPG, DIE, EMO, EMPSFM	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	CPG, DIE, EMO, EMPSFM	Subject to the Minister approving the purpose



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 40	Duty to notify Secretary of fees and charges fixed under s 39	CPG, DIE, EMO, EMPSFM	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	DCS	Provided the street was constructed pursuant to the Local Government Act 1989
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	CPG, DIE, EMO, EMPSFM	Report must contain the particulars listed in s 57(2)
s 59	Duty to keep records for each public cemetery	CPG, DIE, EMO, EMPSFM	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 60(2)	Power to charge fees for providing information	DCS	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	CPG, DIE, EMO, EMPSFM	
s 64B(d)	Power to permit interments at a reopened cemetery	CPG, DIE, EMO, EMPSFM	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	CPG, DIE, EMO, EMPSFM	The application must include the requirements listed in s 66(2)(a)-(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	CPG, DIE, EMO, EMPSFM	
s 70(2)	Duty to make plans of existing place of interment available to the public	CPG, DIE, EMO, EMPSFM	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	CPG, DIE, EMO, EMPSFM	
s 71(2)	Power to dispose of any memorial or other structure removed	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 72(2)	Duty to comply with request received under s 72	CPG, DIE, EMO, EMPSFM	
s 73(1)	Power to grant a right of interment	CPG, DIE, EMO, EMPSFM	
s 73(2)	Power to impose conditions on the right of interment	CPG, DIE, EMO, EMPSFM	
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	CPG, DIE, EMO, EMPSFM	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	DIE, EMPSFM	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	CPG, DIE, EMO, EMPSFM	
s 80(2)	Function of recording transfer of right of interment	CPG, DIE, EMO, EMPSFM	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	DCS	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)	DCS	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	CPG, DIE, EMO, EMPSFM	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	CPG, DIE, EMO, EMPSFM	
s.85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	CPG, DIE, EMO, EMPSFM	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	CPG, DIE, EMO, EMPSFM	Does not apply where right of internment relates to remains of a deceased veteran.



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.	DIE, EMPSFM	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment
s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	DIE, EMPSFM	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	DIE, EMPSFM	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	DIE, EMPSFM	
s.86(4)	power to take action under s.86(4) relating to removing and re-interring cremated human remains	DIE, EMPSFM	
s.86(5)	duty to provide notification before taking action under s.86(4)	DIE, EMPSFM	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	DIE, EMPSFM	
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	DIE, EMPSFM	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 91(1)	Power to cancel a right of interment in accordance with s 91	DIE, EMPSFM	
s 91(3)	Duty to publish notice of intention to cancel right of interment	CPG, DIE, EMO, EMPSFM	
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	CPG, DCS, DIE, EMO, EMPSFM	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	CPG, DIE, EMO, EMPSFM	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	CPG, DIE, EMO, EMPSFM	
s 100(1)	Power to require a person to remove memorials or places of interment	DIE, EMPSFM	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	DIE, EMPSFM	
s 100(3)	Power to recover costs of taking action under s 100(2)	CPG, DIE, EMO, EMPSFM	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 102(1)	Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)	CPG, DIE, EMO, EMPSFM	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	CPG, DIE, EMO, EMPSFM	
s 103(1)	Power to require a person to remove a building for ceremonies	CPG, DIE, EMO, EMPSFM	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	CPG, DIE, EMO, EMPSFM	
s 103(3)	Power to recover costs of taking action under s 103(2)	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	CPG, DIE, EMO, EMPSFM	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	CPG, DIE, EMO, EMPSFM	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	DIE, EMPSFM	
s 106(4)	Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	DIE, EMPSFM	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	DIE, EMPSFM	
s 108	Power to recover costs and expenses	CPG, DIE, EMO, EMPSFM	
s 109(1)(a)	Power to open, examine and repair a place of interment	DIE, EMPSFM	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	DIE, EMPSFM	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	CPG, DIE, EMO, EMPSFM	Where the holder of right of interment or responsible person cannot be found



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary	CPG, DIE, EMO, EMPSFM	
s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	CPG, DIE, EMO, EMPSFM	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	DCS	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 112	Power to sell and supply memorials	CPG, DIE, EMO, EMPSFM	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	CPG, DIE, EMO, EMPSFM	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	CPG, DIE, EMO, EMPSFM	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	CPG, DIE, EMO, EMPSFM	
s 119	Power to set terms and conditions for interment authorisations	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 131	Function of receiving an application for cremation authorisation	DIE, EMPSFM	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	CPG, DIE, EMO, EMPSFM	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	CPG, DIE, EMO, EMPSFM	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	DIE, EMPSFM	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	DIE, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	DIE, EMPSFM	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	DIE, EMPSFM	
s 151	Function of receiving applications to inter or cremate body parts	DIE, EMPSFM	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	CPG, DIE, EMO, EMPSFM	
sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	CPG, DIE, EMO, EMPSFM	



Cemeteries and Crematoria Act 2003			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 1 cl 8(8)	Power to regulate own proceedings	CPG, CSS, DIE, EMO, EMPSFM	Subject to cl 8

Domestic Animals Act 1994			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 41A(1)	Power to declare a dog to be a menacing dog	CCPE, DIE, EMRS	Council may delegate this power to a Council authorised officer



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	CEH, DDG, EHO, TLEH	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CEH, DDG, EHO, TLEH	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEH, DDG, EHO, TLEH	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	DDG	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	CEH, EHO, TLEH	If s 19(1) applies



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	CEH, EHO, TLEH	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	CEH, EHO, TLEH	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CEH, EHO, TLEH	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	CEH, DDG, EHO, TLEH	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19E(1)(d)	Power to request a copy of the food safety program	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	Not Delegated	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRATS, TOBS	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	Not Delegated	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CEH, DDG, EMRS	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CEH, TLEH	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CEH, TLEH	Where Council is the registration authority
	Power to register, renew or transfer registration	CEH, DDG, EHO, TLEH	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	CEH, EHO, EMRS, TLEH	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	CEH, EHO, EMRS, TLEH	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRATS, TOBS	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CEH, EHO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRATS, TOBS	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CEH, DDG, EHO, TLEH	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRSATS, TOBS	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	CEH, DDG, EHO, TLEH	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38E(4)	Duty to register the food premises when conditions are satisfied	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	CEH, EHO, EMRS, TLEH	Where Council is the registration authority
s 38G(2)	Power to require the proprietor of the food premises to comply with any requirement of the Act	CEH, EHO, EMRS, TLEH	Where Council is the registration authority
s 39A	Power to register, renew or transfer food premises despite minor defects	CEH, DDG, EHO, TLEH	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	CEH, DDG, EHO, TLEH	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CEH, DDG, TLEH	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEH, DDG, TLEH	Where Council is the registration authority
s 40F	Power to cancel registration of food premises	CEH, EHO, EMRS, TLEH	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	CEH, EHO, TLEH	Where Council is the registration authority



Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CEH, DDG, EHO, TLEH	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CEH, DDG, EHO, TLEH	Where Council is the registration authority

Heritage Act 2017			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 116	Power to sub-delegate Executive Director's functions, duties or powers	DDG, DIE	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation



Local Government Act 1989			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 185L(4)	Power to declare and levy a cladding rectification charge	Not Delegated	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 4I	Duty to keep Victorian Planning Provisions and other documents available in accordance with public availability requirements	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 8A(5)	Function of receiving notice of the Minister's decision	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CSTP, DDG, EMDF, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CSTP, DDG, EMDF, MSP, MSTP, PSTP	
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)	CSTP, DDG, EMDF, MSP, MSTP, PSTP	
s 12B(1)	Duty to review planning scheme	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 12B(2)	Duty to review planning scheme at direction of Minister	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	
s 17(1)	Duty of giving copy amendment to the planning scheme	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 17(2)	Duty of giving copy s 173 agreement	CSTP, DDG, EMDF, EMEG, MSP, MSTP,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		PSP, PSTP, SP, SPAO, SSP	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 21(2)	Duty to make submissions available in accordance with public availability requirements	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 21A(4)	Duty to publish notice	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 22	Duty to consider all submissions	CSTP, DDG, EMDF, EMEG, EMO, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	Except submissions which request a change to the items in s 22(5)(a) and (b)



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SSP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 27(2)	Power to apply for exemption if panel's report not received	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 28(1)	Duty to notify the Minister if abandoning an amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	CSTP, DDG, EMDF, MSTP, SPAO, SSTP	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	CSTP, DDG, EMDF, MSTP, SPAO, SSTP	
s 30(4)(a)	Duty to say if amendment has lapsed	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 30(4)(b)	Duty to provide information in writing upon request	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 32(2)	Duty to give more notice if required	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SSP	
s 33(1)	Duty to give more notice of changes to an amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SSP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 36(2)	Duty to give notice of approval of amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 38(5)	Duty to give notice of revocation of an amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SSP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 40(1)	Function of lodging copy of approved amendment	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	CSTP, DDG, EMDF, MSTP, SPAO, SSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	Not Applicable	Where Council is a responsible public entity and is a planning authority Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils
s 46AW	Function of being consulted by the Minister	DDG, EMDF, EMEG	Where Council is a responsible public entity



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	DDG, EMDF, EMEG	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	Where Council is a responsible public entity



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	DDG, EMDF	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	DDG, EMDF	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	AOGAF, DCA, DDG, EMDF, MGA	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	DDG, EMDF	
s 46GP	Function of receiving a notice under s 46GO	DDG, EMDF	Where Council is the collecting agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	AOGAF, DCA, DDG, EMDF, MGA	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	AOGAF, DCA, DDG, EMDF, MGA	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	DDG, EMDF	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	DDG, EMDF	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the	DDG, EMDF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general		
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	DDG, EMDF	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	AOGAF, DCA, DDG, EMDF, MGA	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	AOGAF, DCA, DDG, EMDF, MGA	
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP	AOGAF, DCA, DDG, EMDF, MGA	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met		
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	DCS, DDG, EMDF	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	DDG, EMDF	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDG, EMDF	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDG, EMDF	Where Council is the collecting agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	DDG, EMDF	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	DDG, EMDF	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	AOGAF, DCA, DDG, EMDF, MGA	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	DDG, EMDF	Where Council is the collecting agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GY(1)	Duty to keep proper and separate accounts and records	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	AOGAF, DCA, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	AOGAF, CSTP, DCA, DCS, DDG,	Where Council is the collecting agency under an approved infrastructure contributions plan



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



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	Where Council is a development agency under an approved infrastructure contributions plan



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	AOGAF, DCA, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	AOGAF, DCA, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	AOGAF, DCA, DDG, EMDF, MGA	Where Council is a collecting agency or development agency



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	AOGAF, DCA, DCS, DDG, EMDF, MGA	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	AOGAF, DCA, DCS, DDG, EMDF, MGA	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP, SSTP, STP	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	AOGAF, CSTP, DCA, DDG, EMDF,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		MGA, MSTP, PSTP	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	
s 46Q(1)	Duty to keep proper accounts of levies paid	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	Only applies when levy is paid to Council as a 'development agency'



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	AOGAF, CSTP, DCA, DCS, DDG, EMDF, MGA, MSTP, PSTP	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	CSTP, DDG, EMDF, MSTP, PSTP	Must be done in accordance with Part 3
s46Q(4)(e)	Duty to expend that amount on other works etc.	AOGAF, CSTP, DCA, DDG, EMDF, MGA, MSTP, PSTP	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	AOGAF, CSTP, DCA, DCS, DDG,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		EMDF, MGA, MSTP, PSTP	
s 46QD	Duty to prepare report and give a report to the Minister	DCA, DDG, EMDF, MGA	Where Council is a collecting agency or development agency
s 46Y	Duty to carry out works in conformity with the approved strategy plan	CSTP, DDG, EMDF, MSTP, PSTP	
s 47	Power to decide that an application for a planning permit does not comply with that Act	CO, CSTP, DDG, EMDF, MSTP, POC, PSTP	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		SSTP, STP, TSODF	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 50(4)	Duty to amend application	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 50(5)	Power to refuse to amend application	CSTP, DDG, EMDF, MSTP,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, STP	
s 50(6)	Duty to make note of amendment to application in register	AOSC, CSTP, DDG, EMDF, MSTP, PSTP, SCO, SO, STP, TSODF	
s 50A(1)	Power to make amendment to application	CSTP, DDG, EMDF, EMEG, MSTP, PSP, PSTP, SO, SP, SPAO, SSP, SSTP, STP, TSODF	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CSTP, DDG, EMDF, EMEG, MSP, MSTP,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		PSP, PSTP, SO, SP, SPAO, SSP, SSTP, STP, TSODF	
s 50A(4)	Duty to note amendment to application in register	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 52(3)	Power to give any further notice of an application where appropriate	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54(1)	Power to require the applicant to provide more information	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	CSTP, DDG, EMDF, MSTP, PSP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 54(1B)	Duty to specify the lapse date for an application	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57A(5)	Power to refuse to amend application	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 57A(6)	Duty to note amendments to application in register	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57B(1)	Duty to determine whether and to whom notice should be given	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 57C(1)	Duty to give copy of amended application to referral authority	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 58	Duty to consider every application for a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 58A	Power to request advice from the Planning Application Committee	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 60	Duty to consider certain matters	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 60(1A)	Duty to consider certain matters	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CSTP, DDG, EMDF, MSTP, PSTP, SO,	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		SSTP, STP, TSODF	
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Not Delegated	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	Not Delegated	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(2)	Power to include other conditions	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CSTP, DDG, EMDF, MSTP,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SO, TSODF	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	This provision applies also to a decision to grant an amendment to a permit - see s 75



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	AOSTP, CSTP, DDG,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 69(1A)	Function of receiving application for extension of time to complete development	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 69(2)	Power to extend time	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 70	Duty to make copy permit available for inspection in accordance with the public availability requirements	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 71(1)	Power to correct certain mistakes	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 71(2)	Duty to note corrections in register	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 73	Power to decide to grant amendment subject to conditions	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 74	Duty to issue amended permit to applicant if no objectors	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 83	Function of being respondent to an appeal	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 83B	Duty to give or publish notice of application for review	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		SSTP, STP, TSODF	
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 84AB	Power to agree to confining a review by the Tribunal	AOGAF, DCA, DCS, DDG, EMDF, MGA, SO, TSODF	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, TSODF	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 91(2)	Duty to comply with the directions of VCAT	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	CSTP, DDG, EMDF, MSTP, PSTP, SO,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		SSTP, STP, TSODF	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 93(2)	Duty to give notice of VCAT order to stop development	CCPE, CSTP, DDG, EMDF, EMRS, MSTP, PSTP, SO, SSTP, STP, TSODF	
s 95(3)	Function of referring certain applications to the Minister	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 95(4)	Duty to comply with an order or direction	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CSTP, DDG, EMDF, MSTP, PSTP	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CSTP, DDG, EMDF, MSTP, PSTP	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CSTP, DDG, EMDF, MSP, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CSTP, DDG, EMDF, MSTP, PSTP	
s 96F	Duty to consider the panel's report under s 96E	Not Delegated	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996)	CSTP, DDG, EMDF, MSTP, PSTP	
s 96H(3)	Power to give notice in compliance with Minister's direction	CSTP, DDG, EMDF, MSTP, PSTP	
s 96J	Power to issue permit as directed by the Minister	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 96K	Duty to comply with direction of the Minister to give notice of refusal	CSTP, DDG, EMDF, MSTP, PSTP	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	CO, CSTP, DDG, EMDF, MSTP, POC, PSTP	
s 97C	Power to request Minister to decide the application	DDG, EMDF	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CSTP, DDG, EMDF, MSTP, PSTP	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	CSTP, DDG, EMDF, MSTP, PSTP	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	CSTP, DDG, EMDF, MSTP, PSTP	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 97Q(4)	Duty to comply with directions of VCAT	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CSTP, DDG, EMDF, MSTP, PSTP	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CSTP, DDG, EMDF, MSTP, PSTP	
s 101	Function of receiving claim for expenses in conjunction with claim	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 103	Power to reject a claim for compensation in certain circumstances	CSTP, DDG, EMDF, MSTP, PSTP	
s.107(1)	function of receiving claim for compensation	CSTP, DDG, EMDF, MSTP, PSTP	
s 107(3)	Power to agree to extend time for making claim	CSTP, DDG, EMDF, MSTP, PSTP	
s 114(1)	Power to apply to the VCAT for an enforcement order	CCPE, CSTP, DDG, EMDF, EMRS, MSTP, PSTP	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CCPE, CSTP, DDG, EMDF,	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		EMRS, MSTP, PSTP	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CCPE, CSTP, DDG, EMDF, EMRS, MSTP, PSTP	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CCPE, CSTP, DDG, EMDF, EMRS, MSTP, PSTP	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CSTP, DCS, DDG, EMDF, MSTP, PSTP	Except Crown Land



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 129	Function of recovering penalties	CSTP, DCS, DDG, EMDF, MSTP, PSTP	
s 130(5)	Power to allow person served with an infringement notice further time	CCPE, CSTP, DCS, DDG, EMDF, EMRS, MSTP, PSTP	
s 149A(1)	Power to refer a matter to the VCAT for determination	CSTP, DDG, EMDF, MSTP, PSTP	
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	CCPE, CSTP, DDG, EMDF, EMRS, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	CSTP, DDG, EMDF, MSTP, PSTP	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	CSTP, DDG, EMDF, MSTP, PSTP	
s 171(2)(g)	Power to grant and reserve easements	CSTP, DDG, EMDF, MSTP, PSTP, STP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	DCS, DDG, EMDF	Where Council is a development agency specified in an approved infrastructure contributions plan



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	DCS, DDG, EMDF	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	DCS, DDG, EMDF	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CSTP, DCS, DDG, EMDF, MSTP, PSTP	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	DCS, DDG, TLEG	Where Council is the relevant responsible authority



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	CSTP, DCS, DDG, EMDF, MSTP, PSTP	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CSTP, DCS, DDG, EMDF, MSP, MSTP, PSTP	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CSTP, DDG, EMDF, MSTP, PSTP	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CSTP, DCS, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178A(1)	Function of receiving application to amend or end an agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178A(5)	Power to propose to amend or end an agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178C(4)	Function of determining how to give notice under s 178C(2)	CSTP, DDG, EMDF, MSTP, PSTP	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	If no objections are made under s 178D Must consider matters in s 178B



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s.178B



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178E(3)(d)	Power to refuse to amend or end the agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CSTP, DDG, EMDF, MSP, MSTP, PSTP	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CSTP, DDG, EMDF, EMPSFM, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	CSTP, DDG, EMDF, MSTP, PSTP	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CSTP, DDG, EMDF, MSTP, PSTP	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	CSTP, DDG, EMDF, MSTP, PSTP	
s 182	Power to enforce an agreement	CSTP, DDG, EMDF, EMRS, MSTP, PSTP	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	
s 184G(2)	Duty to comply with a direction of the Tribunal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
s 184G(3)	Duty to give notice as directed by the Tribunal	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 198(1)	Function to receive application for planning certificate	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 199(1)	Duty to give planning certificate to applicant	CSTP, DDG, EMDF, MSTP, PSTP, SPAO, SSTP, STP	
s 201(1)	Function of receiving application for declaration of underlying zoning	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
s 201(3)	Duty to make declaration	CSTP, DDG, EMDF, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SSP, SSTP, STP	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP	
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	CSTP, DDG, EMDF, MSTP, PSTP	
	Power to give written authorisation in accordance with a provision of a planning scheme	CSTP, DDG, MSTP, PSTP	



Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDG, EMEG, MSP, PSP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDG, EMEG, MSP, PSP	

Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 91ZU(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing
s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes



Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing
s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	DIE, EMPSFM	Where Council is a public statutory authority engaged in the provision of housing
s 142D	Function of receiving notice regarding an unregistered rooming house	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRATS, TOBS, TOEH	
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	CEH, EMRS, TLEH	
s 142G(2)	Power to enter certain information in the Rooming House Register	AOBS, AOEH, AOLLT,	



Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		AORS, CEH, EHO, HSO, LLEO, TLEH, TLRSATS, TOBS, TOEH	
s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	AOBS, AOEH, AOLLT, AORS, CEH, EHO, HSO, LLEO, TLEH, TLRSATS, TOBS, TOEH	
s 206AZA(2)	Function of receiving written notification	DIE, EMPSFM	
s 207ZE(2)	Function of receiving written notification	DIE, EMPSFM	



Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 311A(2)	Function of receiving written notification	DIE, EMPSFM	
s 317ZDA(2)	Function of receiving written notification	DIE, EMPSFM	
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEH, EHO, EMPSFM, EMRS, TLEH, TOEH	
s 522(1)	Power to give a compliance notice to a person	CBS, CEH, EHO, EMRS, MBS, TLEH, TOEH	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	DIE	



Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 525(4)	Duty to issue identity card to authorised officers	AOSC, CRC, EMGR, SCO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CBS, CEH, EHO, EMPSFM, EMRS, MBS, TLEH, TOEH	
s 526A(3)	Function of receiving report of inspection	AOEH, AORS, CEH, EHO, HSO, TLEH, TLRATS, TOEH	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CBS, CEH, DDG, EHO, EMPSFM,	



Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		EMRS, MBS, TLEH, TOEH	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	DDG, DIE, EMDF, EMI, EMO	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	DDG, DIE, EMDF, EMI, EMO	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 11(9)(b)	Duty to advise Registrar	DDG, DIE, EMDF, EMI, EMO	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	DDG, DIE, EMDF, EMI, EMO	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	DDG, DIE, EMDF, EMI, EMO	Power of coordinating road authority where it is the discontinuing body



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	DDG, DIE, EMDF, EMI, EMO	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	DDG, DIE, EMDF, EMI, EMO	Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	DDG, DIE, EMDF, EMI, EMO	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(10)	Duty to notify of decision made	DDG, DIE, EMDF, EMI, EMO	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	DDG, DIE, EMDF, EMI, EMO	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CIT, DDG, DIE, EMDF, EMI, EMO	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CAM, CIT, DDG, DIE, EMDF, EMI, EMO	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CAM, DDG, DIE, EMDF, EMI, EMO	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CAM, DDG, DIE, EMDF, EMI	
s 15(2)	Duty to include details of arrangement in public roads register	CAM, DDG, DIE, EMDF, EMI	
s 16(7)	Power to enter into an arrangement under s 15	CAM, DDG, DIE, EMDF, EMI	
s 16(8)	Duty to enter details of determination in public roads register	CAM, DDG, DIE, EMDF, EMI	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 17(2)	Duty to register public road in public roads register	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 18(1)	Power to designate ancillary area	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	CAM, DDG, DIE, EMDF, EMI	
s 19(4)	Duty to specify details of discontinuance in public roads register	CAM, DDG, DIE, EMDF, EMI	
s 19(5)	Duty to ensure public roads register is available for public inspection	CAM, DDG, DIE, EMDF, EMI	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 21	Function of replying to request for information or advice	CAM, DDG, DIE, EMDF, EMI	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CAM, DDG, DIE, EMDF, EMI	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	DIE, EMO	
s 22(5)	Duty to give effect to a direction under s 22	DIE, EMO	
s 40(1)	Duty to inspect, maintain and repair a public road.	CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CAM, CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SASU, SPD, SRS, SUR, SUSR	
s 42(1)	Power to declare a public road as a controlled access road	CAM, DDG, DIE, EMDF, EMI	Power of coordinating road authority and sch 2 also applies



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CAM, DDG, DIE, EMDF, EMI	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CIT, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DDG, DIE, EMDF, EMI, EMO	Where Council is the responsible road authority, infrastructure manager or works manager



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DDG, DIE, EMDF, EMI, EMO	
s 49	Power to develop and publish a road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 51	Power to determine standards by incorporating the standards in a road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 54(2)	Duty to give notice of proposal to make a road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 54(6)	Power to amend road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 54(7)	Duty to incorporate the amendments into the road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
s 63(1)	Power to consent to conduct of works on road	CAM, CRM, EMI, EMO, RMCS, RMS, SASU, SPD, SRS, SUR, SUSR	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CAM, CEH, CRM, EMI, RMCS, RMS, SASU, SPD, SRS, SUR, SUSR	Where Council is the infrastructure manager



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 64(1)	Duty to comply with cl 13 of sch 7	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 67(3)	Power to request information	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
s 68(2)	Power to request information	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 71(3)	Power to appoint an authorised officer	CAM, CID, CIT, CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SASU, SPD, SRS, SUR, SUSR, TLPSE	
s 72	Duty to issue an identity card to each authorised officer	AOSC, CRC, DCS, EMGR, SCO	
s 85	Function of receiving report from authorised officer	DDG, DIE, EMDF, EMI	
s 86	Duty to keep register re s 85 matters	DDG, DIE, EMDF, EMI	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 87(1)	Function of receiving complaints	CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	
s 87(2)	Duty to investigate complaint and provide report	CRM, DCS, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	
s 112(2)	Power to recover damages in court	DDG, DIE, EMDF, EMI, EMO	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 116	Power to cause or carry out inspection	CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	
s 119(2)	Function of consulting with the Head, Transport for Victoria	DDG, DIE, EMDF, EMI, EMO	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	CAM, DDG, DIE, EMDF, EMI, EMO, SASU	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	CAM, CRM, DDG, DIE, EMDF, EMI, EMO, RMCS,	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		RMS, SASU, SPD, SRS, SUR, SUSR	
s 121(1)	Power to enter into an agreement in respect of works	CAM, DDG, DIE, EMDF, EMI, EMO	
s 122(1)	Power to charge and recover fees	CAM, DDG, DIE, EMDF, EMI, EMO	
s 123(1)	Power to charge for any service	CRM, DCS, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CAM, DDG, DIE, EMDF, EMI	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Not Delegated	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Not Delegated	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CAM, DDG, DIE, EMDF, EMI	
sch 2 cl 5	Duty to publish notice of declaration	CAM, DDG, DIE, EMDF, EMI	



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	CAM, CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SPD, SRS, SUR, SUSR	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	CAM, CRM, DDG, DIE, EMDF, EMI, EMO, RMCS, RMS, SASU, SPD, SRS, SUR, SUSR	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	CAM, DDG, DIE, EMDF, EMI	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	CAM, DDG, DIE, EMDF, EMI	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 16(8)	Power to include consents and conditions	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch 7 cl18(1)	Power to enter into an agreement	CAM, DDG, DIE, EMDF, EMI	Where Council is the coordinating road authority
sch7 cl 19(1)	Power to give notice requiring rectification of works	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	CAM, DDG, DIE, EMDF, EMI, SASU	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DDG, DIE, EMDF, EMI	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DDG, DIE, EMDF, EMI	Where Council is the responsible road authority



Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	DDG, DIE, EMDF, EMI	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	DDG, DIE, EMDF, EMI	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 24	Duty to ensure that cemetery complies with depth of burial requirements	DIE, EMPSFM	
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	DIE, EMPSFM	



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	DIE, EMPSFM	
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	DIE, EMPSFM	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	DIE, EMPSFM	
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	DIE, EMPSFM	
r 30(2)	Power to release cremated human remains to certain persons	DIE, EMPSFM	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	DIE, EMPSFM	



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	DIE, EMPSFM	
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	DIE, EMPSFM	
r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	DIE, EMPSFM	
r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	DIE, EMPSFM	
r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	DIE, EMPSFM	
r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	DIE, EMPSFM	



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 34	Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)	DIE, EMPSFM	
r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	DIE, EMPSFM	
r 40	Power to approve a person to play sport within a public cemetery	DIE, EMPSFM	
r 41(1)	Power to approve fishing and bathing within a public cemetery	DIE, EMPSFM	
r 42(1)	Power to approve hunting within a public cemetery	DIE, EMPSFM	
r 43	Power to approve camping within a public cemetery	DIE, EMPSFM	
r 45(1)	Power to approve the removal of plants within a public cemetery	CPG, DIE, EMPSFM	



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	CPG, DIE, EMO, EMPSFM	
r 47(3)	Power to approve the use of fire in a public cemetery	DIE, EMPSFM	
r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	CPG, DIE, EMO, EMPSFM	
	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	CPG, DIE, EMO, EMPSFM	
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	CPG, DIE, EMO, EMPSFM	See note above regarding model rules



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 8	Power to approve certain mementos on a memorial	CPG, DIE, EMO, EMPSFM	See note above regarding model rules



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 11(1)	Power to remove objects from a memorial or place of interment	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 16(1)	Power to approve construction and building within a cemetery	CPG, DIE, EMO, EMPSFM	See note above regarding model rules



Cemeteries and Crematoria Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	CPG, DIE, EMO, EMPSFM	See note above regarding model rules
sch 2 cl 18(1)	Power to approve digging or planting within a cemetery	CPG, DIE, EMO, EMPSFM	See note above regarding model rules

Planning and Environment Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DDG, EMDF, EMEG, MSP, MSTP	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.



Planning and Environment Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	CSTP, DDG, EMDF, MSP, MSTP, PSTP, SP, SSP, SSTP, STP	
r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	CSTP, DDG, EMDF, MSP, MSTP, PSTP, SP, SSP, SSTP, STP	where Council is the responsible authority
r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSTP, SP, SSP, SSTP, STP	where Council is not the responsible authority but the relevant land is within Council's municipal district



Planning and Environment Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DDG, EMDF, EMEG, MSP, MSTP	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.

Planning and Environment (Fees) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	DDG, EMEG, MSP	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DDG, EMDF, MSTP	



Planning and Environment (Fees) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	DDG, EMDF, EMEG, MSP, MSTP	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 7	Function of entering into a written agreement with a caravan park owner	CEH, EHO, EMPSFM, TLEH, TOEH	
r 10	Function of receiving application for registration	AOBS, AOEH, AOLLT, AORS, CEH, EHO, EMRS, HSO, LLEO, TLEH,	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		TLRSATS, TOBS, TOEH	
r 11	Function of receiving application for renewal of registration	DIE, EMPSFM	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH, TOEH	
r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEH, EHO, TLEH, TOEH	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DIE, EMPSFM	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	DIE, EMPSFM	
r 12(4) & (5)	Duty to issue certificate of registration	CEH, EHO, TLEH, TOEH	
r 14(1)	Function of receiving notice of transfer of ownership	AOBS, AOEH, AOLLT, AORS, CEH, EHO, EMRS, HSO, LLEO, TLEH, TLRATS, TOBS, TOEH	
r 14(3)	Power to determine where notice of transfer is displayed	CEH, EHO, TLEH, TOEH	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 15(1)	Duty to transfer registration to new caravan park owner	CEH, EHO, TLEH, TOEH	
r 15(2)	Duty to issue a certificate of transfer of registration	CEH, EHO, TLEH, TOEH	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	CEH, EHO, EMPSFM, TLEH	
r 17	Duty to keep register of caravan parks	CEH, TLEH	
r 18(4)	Power to determine where the emergency contact person's details are displayed	CEH, EHO, TLEH, TOEH	
r 18(6)	Power to determine where certain information is displayed	CEH, EHO, TLEH, TOEH	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 22(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	CEH, EHO, TLEH, TOEH	
r 22(2)	Duty to consult with relevant emergency services agencies	CEH, EHO, TLEH, TOEH	
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	CEH, EHO, TLEH, TOEH	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	CEH, EHO, TLEH, TOEH	
r 25(3)	Duty to consult with relevant floodplain management authority	CEH, EHO, TLEH, TOEH	
r 26	Duty to have regard to any report of the relevant fire authority	CEH, EHO, TLEH, TOEH	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	CEH, EHO, TLEH, TOEH	
r 40	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	AOBS, AOEH, AOLLT, AORS, CBS, CEH, EHO, EMPSFM, EMRS, HSO, LLEO, MBS, TLEH, TLRATS, TOBS, TOEH	
r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	CBS, DDG, DIE, EMPSFM, EMRS, MBS	



Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 41(4)	Function of receiving installation certificate	CBS, DDG, DIE, EMPSFM, EMRS, MBS	
r 43	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	CBS, DDG, DIE, EMPSFM, EMRS, MBS	
sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DDG, DIE, EMRS	



Residential Tenancies Regulations 2021			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 4 cl 3(a)(iii)	Power to approve any other toilet system	CEH, EMRS	

Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 8(1)	Duty to conduct reviews of road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
r 9(2)	Duty to produce written report of review of road management plan and make report available	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	



Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	
r 13(1)	Duty to publish notice of amendments to road management plan	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	CAM, CRC, DDG, DIE, EMDF, EMGR, EMI, EMO	



Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 16(3)	Power to issue permit	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	CAM, DDG, DIE, EMDF,	Where Council is the responsible road authority



Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
		EMI, EMO, SASU	
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	CAM, DDG, DIE, EMDF, EMI, EMO	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CAM, DDG, DIE, EMDF, EMI, EMO	



Road Management (Works and Infrastructure) Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DDG, DIE, EMDF, EMI, EMO	Where Council is the coordinating road authority

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S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

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NEW Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
546306	Planning and Environment Act 1987	s 28(2)	Duty to publish notice of the decision on Internet site		
546307	Planning and Environment Act 1987	s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months		
546308	Planning and Environment Act 1987	s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends		
546309	Residential Tenancies Regulations 2021	sch 4 cl 3(a)(iii)	Power to approve any other toilet system		

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CHANGED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
31633	Planning and Environment Act 1987	s.4H <u>4H</u>	duty <u>Duty</u> to make amendment to Victoria Planning Provisions available <u>in accordance with public availability requirements</u>	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
31634	Planning and Environment Act 1987	s.4I <u>4I</u>	duty <u>Duty</u> to keep Victoria <u>Victorian</u> Planning Provisions and other documents available <u>in accordance with public availability requirements</u>	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
31649	Planning and Environment Act 1987	s.18 <u>18</u>	duty <u>Duty</u> to make amendment etc. available <u>in accordance with public availability requirements</u>	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
31653	Planning and Environment Act 1987	s.24 <u>24</u> (2)	duty <u>Duty</u> to make submissions available <u>in accordance with public availability requirements</u>	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
31659	Planning and Environment Act 1987	s.26 <u>26</u> (1)	power <u>Power</u> to make report available for inspection <u>in accordance with the requirements set out in s 197B of the Act</u>	CSTP, DDG, EMDF, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	

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#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
	Environment Act 1987				
31660	Planning and Environment Act 1987	s. 26 <u>26</u> (2)	duty Duty to keep report of panel available for <u>in</u> inspection <u>accordance with public availability requirements</u>	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
31671	Planning and Environment Act 1987	s. 41 <u>41</u> (1)	duty Duty to make <u>a copy of an</u> approved amendment available <u>in accordance with the public availability requirements during inspection period</u>	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP	
31672	Planning and Environment Act 1987	s. 42 <u>42</u> (2)	duty Duty to make copy of planning scheme available <u>in accordance with the public availability requirements</u>	CSTP, DDG, EMDF, EMEG, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP	
31693	Planning and Environment Act 1987	s. 49 <u>49</u> (2)	duty Duty to make register available for inspection <u>in accordance with the public availability requirements</u>	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	

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#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
31700	Planning and Environment Act 1987	s. 54 <u>51</u>	duty Duty to make copy of application available for inspection <u>in accordance with the public availability requirements</u>	CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
31719	Planning and Environment Act 1987	s. 57 <u>57</u> (5)	duty Duty to make available for inspection a copy of all objections <u>available in accordance with the public availability requirements</u>	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
31757	Planning and Environment Act 1987	s. 70 <u>70</u>	duty Duty to make copy permit available for inspection <u>in accordance with the public availability requirements</u>	AOSTP, CSTP, DDG, EMDF, MSTP, PSTP, SO, SSTP, STP, TSODF	
31795	Planning and Environment Act 1987	s. 97G <u>97G</u> (6)	duty Duty to make a copy of permits issued under sections <u>97F</u> available <u>in accordance with the public availability requirements</u>	CSTP, DDG, EMDF, MSTP, PSTP, SSTP, STP	
31849	Planning and Environment Act 1987	s. 179 <u>179</u> (2)	duty Duty to make <u>copy of each agreement</u> available <u>for inspection in accordance with the public availability requirements</u>	CSTP, DDG, EMDF, MSTP, PSTP	

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DELETED Provisions

#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
31467	Cemeteries and Crematoria Act 2003	s 15(1) and (2)	Power to delegate powers or functions other than those listed	CPG, DIE, EMO, EMPSFM	
31586	Environment Protection Act 1970	s 53M(3)	Power to require further information	CEH, CSTP, DDG, EHO, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP, TLEH, TOEH	
31587	Environment Protection Act 1970	s 53M(4)	Duty to advise applicant that application is not to be dealt with	CEH, CSTP, DDG, EHO, MSP, MSTP, PSP, PSTP, SP, SPAO, SSP, SSTP, STP, TLEH, TOEH	
31588	Environment Protection Act 1970	s 53M(5)	Duty to approve plans, issue permit or refuse permit	CEH, EHO, TLEH, TOEH	Refusal must be ratified by Council or it is of no effect _____

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#	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
31589	Environment Protection Act 1970	s 53M(6)	Power to refuse to issue septic tank permit	CEH, DDG, EHO, TLEH, TOEH	Refusal must be ratified by Council or it is of no effect _____
31590	Environment Protection Act 1970	s 53M(7)	Duty to refuse to issue a permit in circumstances in (a)-(c)	CEH, EHO, TLEH, TOEH	Refusal must be ratified by Council or it is of no effect _____

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Provisions for Principal Strategic Planner (PSP)

S6 Instrument of Delegation - Members of Staff - Environment Protection Act 1970			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 53M(3)	Power to require further information	SP, STP, TLEH, TOEH, EHO, SPAO, SSP, CEH, MSTP, CSTP, DDG, PSP, PSTP, SSTP, MSP	
s 53M(4)	Duty to advise applicant that application is not to be dealt with	SP, STP, TLEH, TOEH, EHO, SPAO, SSP, CEH, MSTP, CSTP, DDG, PSP, PSTP, SSTP, MSP	

S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 4H	Duty to make amendment to Victoria Planning Provisions available	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 4I	Duty to keep Victorian Planning Provisions and other documents available	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 17(1)	Duty of giving copy amendment to the planning scheme	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 17(2)	Duty of giving copy s 173 agreement	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 18	Duty to make amendment etc. available	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	Where Council is not the planning authority and the amendment affects land

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 21(2)	Duty to make submissions available	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, MSP	
s 21A(4)	Duty to publish notice	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 22	Duty to consider all submissions	SP, SPAO, SSP, EMO, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	SP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 26(1)	Power to make report available for inspection	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, MSP	
s 26(2)	Duty to keep report of panel available for inspection	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, EMEG, MSP	
s 32(2)	Duty to give more notice if required	SP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 33(1)	Duty to give more notice of changes to an amendment	SP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 36(2)	Duty to give notice of approval of amendment	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 38(5)	Duty to give notice of revocation of an amendment	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	SP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 40(1)	Function of lodging copy of approved amendment	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 41	Duty to make approved amendment available	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	
s 42	Duty to make copy of planning scheme available	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, EMEG, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	SP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	Where Council is a responsible public entity
s 50A(1)	Power to make amendment to application	SO, SP, STP, SPAO, TSODF, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, EMEG, SAO	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	SO, SP, STP, SPAO, TSODF, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, EMEG, MSP	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	SO, STP, TSODF, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178A(1)	Function of receiving application to amend or end an agreement	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178A(5)	Power to propose to amend or end an agreement	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	If no objections are made under s 178D Must consider matters in s 178B

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	After considering objections, submissions and matters in s 178B

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	SP, STP, SPAO, SSP, MSTP, EMPSFM, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	the review of its failure to end or amend the agreement		
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 184G(2)	Duty to comply with a direction of the Tribunal	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
s 184G(3)	Duty to give notice as directed by the Tribunal	SP, STP, SPAO, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	SP, STP, SSP, MSTP, CSTP, DDG, PSP, EMDF, PSTP, SSTP, MSP	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any	MSTP, CSTP, DDG, PSP, EMDF, PSTP, EMEG, MSP	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	matter which requires the consent or approval of Council		
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDG, PSP, EMEG, MSP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDG, PSP, EMEG, MSP	

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8.14. S11A INSTRUMENT AND APPOINTMENT AND AUTHORISATION

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

PURPOSE

1. The report is to endorse the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Rex Zhang.
2. The report is to also revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Chloe Moorcroft.

BACKGROUND

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

KEY MATTERS

4. Rex Zhang holds the position of Strategic Planner, and the *Planning and Environment Act 1987* requires Council to endorse the authorisation for the officer to undertake duties authorised by Council.
5. At the Council Meeting held on 22 July 2020, Council resolved R181/20 to endorse the authorisation of Chloe Moorcroft under the *Planning and Environment Act 1987*. Chloe Moorcroft is no longer in the position of Statutory Planner and the authorisation requires revocation by Council resolution.

OFFICER RECOMMENDATION

6. **That Council:**
 - 6.1 **Exercise the powers conferred by s224 of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instrument of appointment and authorisation (the instrument), and that;**
 - a. **Rex Zhang be appointed and authorised as set out in the instrument.**
 - b. **The instrument comes into force immediately the common seal of Council is affixed to the instrument and remains in force until Council determines to vary or revoke it.**
 - c. **The instrument be sealed.**

6.2 Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Chloe Moorcroft (R181/20).

ATTACHMENTS

1. Governance Review [8.14.1 - 2 pages]
2. S11A Rex Zhang [8.14.2 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

8.15. OUTSTANDING QUESTION TIME ITEMS

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

PURPOSE

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

BACKGROUND

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

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Endorse the Outstanding Question Time report.**

ATTACHMENTS

1. Outstanding Question Time Items [**8.15.1** - 1 page]
2. QT38/21 - Darryl Cloonan [**8.15.2** - 1 page]
3. QT40/21 - Gerald Jenzen [**8.15.3** - 1 page]
4. QT37-21 Sean Mulcahy [**8.15.4** - 1 page]

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Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
28/04/2021 QT20/21	Open	Elissa Hayes	<p>1.Has the Resolution of Council on the 11th December 2019, to seek authorisation from the Minister for Planning been formally prepared, applied for and/or rejected?</p> <p>2.Where is the written evidence that the Resolution to introduce the MRTD, LPP, FP, Rezone the GRZ areas of Miners Rest North to NRZ and insert a Schedule to the NRZ, varying Clause 54 and 55, have been formally sought and/or rejected in writing?</p>	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
28/07/2021 QT37/21	Closed	Sean Mulcahy	Following the City of Ballarat Governance and Culture Review and the Victorian Auditor-General's Office's Sexual Harassment in Local Government Report, has Council introduced or reviewed its sexual harassment policy and introduced or improved sexual harassment training in alignment with the Victorian Equal Opportunity and Human Rights Commission's guideline on preventing and responding to workplace sexual harassment?	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer, provided a written response (see attached)
28/07/2021 QT38/21	Closed	Darryl Cloonan	<p>There is some very ugly and prominent graffiti on Eureka House, so I began to wonder how other heritage cities deal with this problem?</p> <p>The Victorian Graffiti Prevention Act 2007 provides that local councils may remove graffiti from private property. Before they do this they must:</p> <ul style="list-style-type: none"> * ask permission from property owner or occupier. If council has to enter private property to remove graffiti, it must give 28 days notice of intended removal. If entry not required, only 10 days notice must be given. In either case, if property owner or occupier objects to removal, council cannot remove it * once permission given, council can take further action to remove subsequent graffiti within 12 months without further notice * authorise people with right skills and experience to remove graffiti from private property. Authorised person must carry identification card (including photograph and signature) to be produced on request * ensure all work to remove graffiti on private property is done with care, to a reasonable standard and without causing any unnecessary inconvenience to property owner or occupier. <p>Could Council, using these powers, make a tactful approach to the owner of Eureka House to remove the offending graffiti?</p>	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth provided a written response (see attached)
28/07/2021 QT39/21	Open	Bruce Crawford	<p>Because of a survey being conducted by Ballarat City Council about Fireworks/Light show community preference, it has come to my attention that a decision was made by Council, in December last year, to stop this event on Australia Day. Whilst I am normally supportive of our elected Councilors and the job that you all do, I find it difficult to do so in this case. It is well known that the MAJORITY of Australians support Australia Day and all that it represents, but a small minority want it moved entirely. This is creating division in communities. It seems that because it won't be moved, some are starting to chip away at some of Australia Day's normal events via local Councils. Community sentiment (including some members of the local Aboriginal Community) agree with me.</p> <p>Some points to consider -</p> <ol style="list-style-type: none"> 1. This decision was made with no public consultation which is a contradiction to sections of your own Community Engagement Policy. 2. Mayor Daniel Moloney is quoted by the Ballarat Courier as seeking public feedback on the Fireworks/Lightshow debate, but not regarding it being held on Australia Day. 3. When the Council does a survey, it is unclear which channels are used, how it is publicised and responses received. <p>My Questions are -</p> <ol style="list-style-type: none"> 1.Will the Council reconsider its decision and do further consultation with the broader Ballarat community, for example on My Say Ballarat? 2.If there is a clear MAJORITY for a Yes/No question about Fireworks/Lightshow on Australia Day, will the council accept that outcome? 	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing to provide a written response
28/07/2021 QT40/21	Closed	Gerald Jenzen	<p>Heritage Victoria today advertised an application for a heritage permit by V/Line to temporarily remove and relocate the Lydiard St gates and the supporting mechanisms.</p> <ol style="list-style-type: none"> 1.Does Council intend to make a submission, and if so how will it meet the 14 day response timeline? 2.How will Council engage with stakeholder groups, including Save Our Station (SOS) Ballarat Inc, National Trust (Ballarat Branch), Ballarat Heritage Watch to inform its submission, and which other groups will it engage with? 	Natalie Robertson, Director Development and Growth provided a written response	Natalie Robertson, Director Development and Growth provided a written response (see attached)

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 August 2021

Our Ref: NR:kr

Your Ref: QT38/21

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Darryl Cloonan

Email: [REDACTED]

Dear Daryl,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/21

Thank you for your question.

The graffiti is noted to be quite high on the west side elevation and more prominent, but still quite high up, on the north side elevation of the building.

Whilst there are provisions under S18 of the Graffiti Prevention Act 2007 that allows a Council to instigate works on private property, this should be used, if at all, as a last resort.

In line with your suggestion and in keeping with our preferred approach, Council contact with the landowner and discuss ways that could assist in removing the graffiti and some appropriate measures that could inhibit access to areas that are the target of such graffiti attacks.

A file has been opened and communication will occur in due course for the request to remove the graffiti.

Yours sincerely



Natalie Robertson
Director Development and Growth

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AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 August 2021

Our Ref: NR:kr

Your Ref: QT40/21

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Gerald Jenzen

Email: [REDACTED]

Dear Gerald,

RE: OUTSTANDING QUESTION TIME ITEM – QT40/21

Thank you for your question.

City of Ballarat is currently reviewing the application for an interim proposal for the Lydiard Street Railway Gates as advertised by Heritage Victoria.

Council has demonstrated over the past 12 months its commitment to bringing a resolution to this matter that will provide a safe outcome for our community whilst respecting the distinct heritage of the site. Accepting that this is an interim proposal but highlighting that we should not lose sight of the desired final outcome, a brief will be provided to Councillors in the coming days to inform a submission to Heritage Victoria on Council's behalf.

As this planning process is not one where the Council is a determining authority, I would encourage any member of the community who wants to, to make their own submission to Heritage Victoria otherwise the opportunity to be a party to any proceeding going forward would not be available to them.

Yours sincerely



Natalie Robertson
Director Development and Growth

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Mr Sean Mulcahy

Email [REDACTED]

Date: 08 August 2021

Enquiries: 03 5320 5500

Your Ref: QT37-21

Direct Email: [REDACTED]

Dear Mr Mulcahy

Re: Outstanding Question Time Item from 28 July 2021

In relation to your question to Council on 28 July 2021, which was:

Following the City of Ballarat Governance and Culture Review and the Victorian Auditor-General's Office's Sexual Harassment in Local Government Report, has Council introduced or reviewed its sexual harassment policy and introduced or improved sexual harassment training in alignment with the Victorian Equal Opportunity and Human Rights Commission's guideline on preventing and responding to workplace sexual harassment?

I can confirm that after the City of Ballarat Governance and Culture Review and the Victorian Auditor-General's Office's Sexual Harassment in Local Government Report, the relevant policies were reviewed.

The City of Ballarat is also participating in a whole of sector working group and will enact new policies and training in line with the recommendations as part of the overall policy review.

Yours sincerely,

A handwritten signature in black ink that reads "Evan King". The signature is written in a cursive, slightly slanted style.

Evan King
Chief Executive Officer

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9. NOTICE OF MOTION

9.1. HUMANITARIAN CRISIS IN AFGHANISTAN

1. A Notice of Motion was lodged by Cr Coates on 19 August 2021.
2. In accordance with rule 3.8.2 of the Governance Rules, the Notice of Motion was received and assessed by the Chief Executive Officer then approved to proceed to the 25 August 2021 Council Meeting Agenda.
3. Formal notice was provided to Councillors on 19 August 2021 which was then recorded in the Notice of Motion Register by the Governance team.
4. Cr Coates proposes the following motion:
5. **That Council:**
 - 5.1 **In response to the escalation of the recent humanitarian crisis in Afghanistan, commits to support and advocate for our Afghani and Hazara community by working with them and local multicultural organisations.**
 - 5.2 **Write to the Federal government • Prime Minister and Immigration Minister - in collaboration with local multicultural organisations and community networks to advocate for the government to increase their support to the Afghan community in Australia and for Australia to expand its humanitarian response to affected people.**
 - 5.3 **Acknowledge and express our sympathy and concern for the distressing impact on local Afghan and Hazara community members and their families and loved ones. Explores ways to support and advocate for them by working closely with local multicultural organisations and community.**
 - 5.4 **Notes the specialised knowledge and advocacy position of key federal multicultural organisations such as Federation of Ethnic Communities' Council of Australia (FECCA), Settlement Council of Australia (SCOA) and Refugee Council of Australia (RCOA) to inform our advocacy.**
 - 5.5. **Acknowledge that this advocacy is in line with our position as a Refugee Welcome Zone, Welcoming City, Intercultural City and a member of Mayors for Peace.**



COUNCILLORS NOTICE OF MOTION FORM

(In accordance with Chapter 3, Rules 3.8.1 and 3.8.2)

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Belinda Coates

DATE: 19 August 2021

I hereby give notice that at the Ordinary Meeting of Council on 25 August 2021 I will propose the following motion:

That Council:

In response to the escalation of the recent humanitarian crisis in Afghanistan, commits to support and advocate for our Afghani and Hazara community by working with them and local multicultural organisations.

Write to the Federal government - Prime Minister and Immigration Minister – in collaboration with local multicultural organisations and community networks to advocate for the government to increase their support to the Afghan community in Australia and for Australia to expand its humanitarian response to affected people.

Acknowledge and express our sympathy and concern for the distressing impact on local Afghan and Hazara community members and their families and loved ones. Explores ways to support and advocate for them by working closely with local multicultural organisations and community.

Notes the specialised knowledge and advocacy position of key federal multicultural organisations such as Federation of Ethnic Communities’ Council of Australia (FECCA), Settlement Council of Australia (SCOA) and Refugee Council of Australia (RCOA) to inform our advocacy.

Acknowledge that this advocacy is in line with our position as a Refugee Welcome Zone, Welcoming City, Intercultural City and a member of Mayors for Peace.

Signed: *Belinda Coates*
.....
(Signature of Councillor)

Dated: 19 August 2021

Extracts from Governance Rules

3.8.1 Councillors may propose Notices of Motion

Councillors may propose an issue to be listed on the agenda by lodging a Notice of Motion in accordance with the rules outlined in this Chapter.

3.8.2 Notices of Motion

- a) Prior to a Council meeting, Councillors wanting to include a matter on the agenda, must complete a notice of motion form.
- b) A notice of motion form must be signed by the Councillor; and be lodged with the Chief Executive Officer (whether personally, email or otherwise) by 4pm the Thursday before the Council meeting agenda is due to be published. So as to allow sufficient time for him or her to give each other Councillor notice of such notice of motion; and to allow sufficient time for the notice of motion to be put in the agenda for the next Council meeting. If a notice of motion form is received after that time, it must, unless withdrawn, be included in the agenda for the following Council meeting
- c) The Chief Executive Officer must reject any notice of motion which:
 - i) is too vague;
 - ii) is identical or substantially similar to a notice of motion or a rescission motion that has been considered by the Council and lost in the preceding six (6) months;
 - iii) is defamatory;
 - iv) may be prejudicial to any person or Council;
 - v) is objectionable in language or nature;
 - vi) is outside the powers of Council;
 - vii) is a notice of motion submitted during the Caretaker Period; or
 - viii) is a matter subject to a Council decision making process which has commenced but is not yet complete.
- d) If the Chief Executive Officer rejects a notice of motion under sub-rule 3.8.2 c), he or she will inform the Councillor who lodged the notice of motion of that rejection and the reasons for it. The Councillor will be provided with 24 hours to lodge a revised notice of motion provided that the meeting at which the notice of motion is to be considered is more than 24 hours from the time of rejection.
- e) The Chief Executive Officer may reject and refer any notice of motion to the Council's operational service request process if it relates to a matter that he or she determines is more appropriately addressed that way.
- f) Subject to sub- rules 3.8.2 g) and h) a notice of motion must call for a Council report if the notice of motion:
 - i) substantially affects the level of Council services;
 - ii) commits the Council to expenditure in excess of \$20,000 and that has not been included in the adopted budget;
 - iii) establishes or amends a Council policy; or
 - iv) commits the Council to any contractual arrangement, as determined by the Chief Executive Officer.

- g) Where a notice of motion is likely to commit Council to significant expenditure not included in the adopted budget then the notice of motion must call for a report for Council's consideration and public submission process if applicable.
- h) The Chief Executive Officer may direct a notice of motion to be confidential in accordance with Section 66(2)(a) of the Act, in which case the notice of motion will be confidential unless the Council resolves otherwise.
- i) The full text of any notice of motion accepted by the Chief Executive Officer must be included in the material accompanying the agenda.
- j) The Chief Executive Officer must arrange for a formal report to be prepared and presented to the Council for the purposes of sub-rule f). Where practicable the report should be presented to the next Council meeting.
- k) The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- l) Except by leave of Council, each notice of motion must be considered in the order in which they were received by the Chief Executive Officer.
- m) If a Councillor who has given a notice of motion is absent from the Council meeting or fails to move the motion when called upon by the Chairperson, any other Councillor may move the motion.
- n) If a Councillor proposing the motion wishes to amend the notice of motion, he or she may do so by seeking leave of the Council to amend the notice of motion prior to it being seconded.
- o) The Chairperson, having lodged a notice of motion in accordance with this sub-rule, must vacate the Chair of the Council meeting to move the notice of motion; and the Deputy Mayor or, in the absence of the Deputy Mayor, temporary Chairperson appointed by the Council, will take the Chair for the duration of consideration of the item.
- p) If a notice of motion is not moved at the Council Meeting at which it is listed, it lapses.

Office Use Only

Notice Received	Date: 19 August 2021
Notice <u>accepted</u>/ rejected by CEO (please circle)	Date: 19 August 2021 Signature: 
Notice given to Councillors	Date: Signature:
Date of Meeting	Date: 25 August 2021
Notice Number	

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.5 TENDER NO 2020/21-15 GREENWASTE PROCESSING

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Nicholas Benyon – Environmental Services Compliance Officer

(confidential information)

TENDER NO. 2021/22-002 MARS STADIUM, NORTH BALLARAT - GATE 1 ENTRY UPGRADES & NEW COMPLEMENTARY WORKS

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Trent Bursill - Project Manager

(confidential information)

8.12 CONTRACTS APPROVAL DELEGATED COMMITTEE

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

(Confidential information)

12.1 CONTRACT VARIATION

Division: Executive Unit
Director: Evan King
Author/Position: Andrew Prestage – Executive Manager People and Culture

(Confidential information)

12.2 SIX MONTH REVIEW AND STRATEGIC PERFORMANCE OBJECTIVES FOR THE CHIEF EXECUTIVE OFFICER

Division: Executive Unit
Director: Evan King
Author/Position: Andrew Prestage – Executive Manager People and Culture

(Confidential information)

13. CLOSE