

CITY OF BALLARAT COMMUNITY ENGAGEMENT

YEAR IN REVIEW 2020-2021

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Executive Summary

This report provides a review of community engagement undertaken by the City of Ballarat from 1 July 2020-30 June 2021.

The community engagement provisions in the Local Government Act 2020 came into operation on 1 March 2021. These include:

- that Council adopt and maintain a Community Engagement Policy.
- that the Community Engagement Policy be developed in consultation with the municipal community and include deliberative engagement practices to develop the Community Vision, Council Plan, Financial Plan and Asset Plan.

The implementation of the Act has led to increased buy-in and interest in community consultation and engagement, within both the organisation and the public. This has translated as an increase in awareness of the need for engagement, and demand on Council's Community Participation team for support and guidance in engagement practice.

The City of Ballarat scores favourably in terms of community satisfaction with community engagement compared with similar Council and all Victorian Councils. This is a strong platform from which engagement was undertaken in 2020/2021.

Over the last year, a total of 93 community engagement and consultation campaigns were undertaken. The Departments conducting the most community engagement and consultation were the Economic Growth department (represented by the Strategic Planning and Economic Development teams) with 34 projects, the Engaged Communities department with 19 projects, and Learning & Community Hubs (Youth Services) with 14 projects. While other teams/departments undertook fewer engagement campaigns, they were often implemented over a longer period.

With the current COVID-19 pandemic restricting opportunities for face-to-face engagement, online platforms have become vital, and are among the most efficient tools to engage the community. Council's mySay site has become the main platform for engagement with the community. Over the past year, there were 33,300 visits to the site, with 67 projects accessible from this platform. This is an increase of 60% on last year, when there were 20,100 visits to the site, and just over 50 projects.

While online engagement spreads the potential net of participants far and wide, many community members prefer other methods of engagement including the opportunity to meet face to face with Council representatives or provide feedback in non-written form. In-person engagement at workshops, forums, presentations, and the pop-up shop front were used throughout the year, as and when the COVID-19 pandemic restrictions allowed.

Analysis of the most successful online and face-to-face engagement campaigns showed that they shared the following characteristics:

- Were well planned with adequate time to prepare
- Had a clear understanding of their target group and what methods should be used to engage them
- Had clear parameters around what could and could not be influenced
- Were appropriately resourced, communicated and promoted
- Utilised multiple tools and methods to obtain data

The 'Ballarat: Our Future' campaign was the largest and most significant community engagement campaign undertaken by Council during the year. The findings from the campaign were used to inform the :

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan

- Budget
- Revenue and Rating Plan
- Municipal Health and Wellbeing Plan

The City of Ballarat have undertaken a range of quality engagement processes in the previous 12 months, often in very challenging conditions. The level of community satisfaction with engagement is significantly higher than in other similar local government areas and, in fact, for all Councils across Victoria. This is a very solid platform from which to launch improvements to our engagement practice.

Over the next 12 months, there will be a focus on improving and strengthening engagement practice across the organisation. Key steps in the process include:

- Strategic leadership
- Training and capacity building
- Resource development

Introduction

This report provides a review of community engagement undertaken by the City of Ballarat from 1 July 2020-30 June 2021.

The community engagement provisions in the Local Government Act 2020 came into operation on 1 March 2021. These include:

- that Council adopt and maintain a Community Engagement Policy¹
- that the Community Engagement Policy be developed in consultation with the municipal community, and include deliberative engagement practices to develop the Community Vision, Council Plan, Financial Plan and Asset Plan

The implementation of the Act has led to increased buy-in and interest in community consultation and engagement, within both the organisation and the public. This has translated as an increase in awareness of the need for engagement, and demand on Council's Community Participation team for support and guidance in engagement practice.

In March 2019 Council's Community Engagement Framework was adopted (R54/19). The framework was prepared to directly respond to recommendations made in the 2017 Victorian Auditor-General's Office report into Public Participation and Community Engagement. The Framework includes a step-by-step guide for Council staff to conduct effective public participation activities. The VAGO report also recommended that Council consider an annual review which reports on community engagement activities over the previous 12 months.

Community satisfaction with engagement

The most recent 'Know Your Council' data for individual local government areas comes from the 2019/2020 survey. The 'Know Your Council' annual survey scores community satisfaction with the consultation and engagement efforts of the Council. This includes consulting and engaging directly with the community on key local issues requiring decision by Council. City of Ballarat scored **63/100**, which is a slight increase from the previous year 2018-2019 (**59/100**) and a continuation of an increasing trend over the past 5 years (Figure 1).² This level compares very favourably with the average of other similar councils (**53/100**) and an average of all other councils (**56/100**).



Figure 1: Satisfaction with community consultation and engagement - City of Ballarat compared with Cities of Greater Bendigo, Geelong and Greater Shepparton

Over the last year, there were 93 community engagement and consultation campaigns undertaken across Council, many using multiple methods to engage the audience (Figure 2). The Departments conducting the greatest number

¹The Community Engagement Policy was adopted by Council on February 24, 2021

²Data sourced from www.knowyourcouncil.vic.gov.au

of campaigns were Economic Growth (particularly Strategic Planning) and Engaged Communities. While other Departments undertook fewer engagement campaigns, they were often implemented over a longer period.

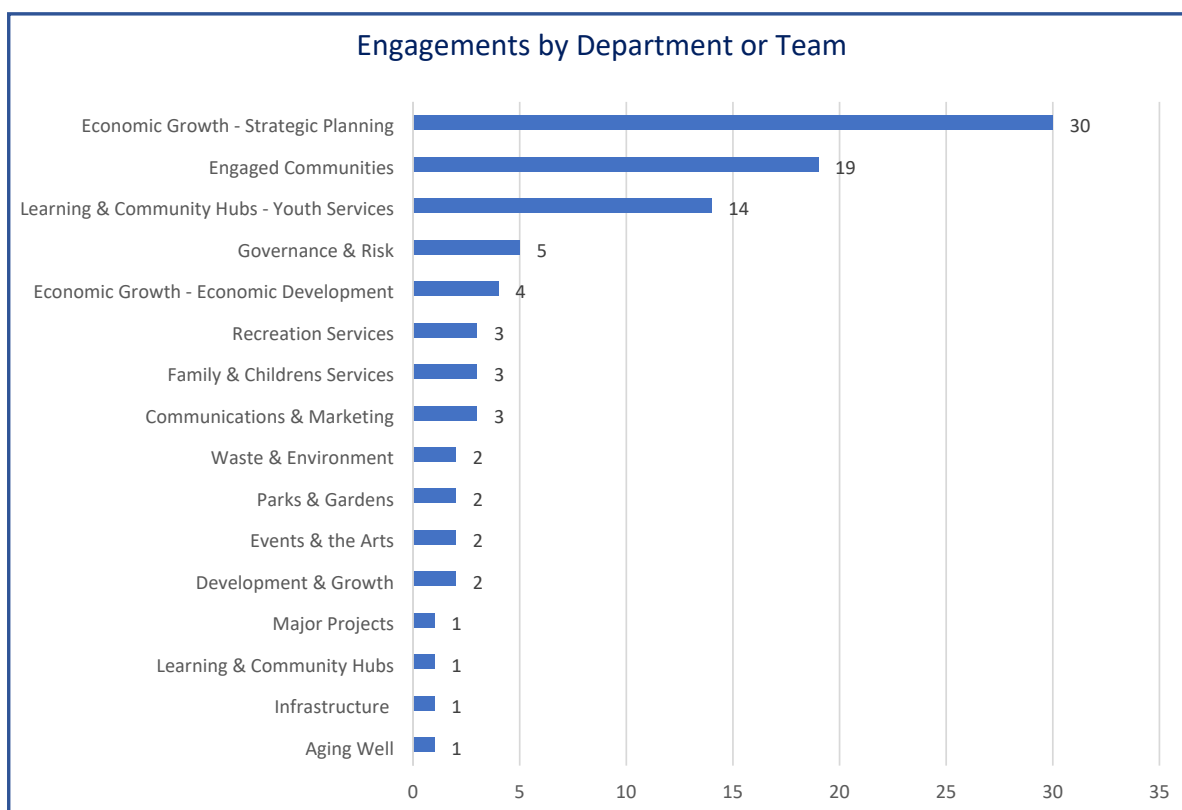


Figure 2: Number of engagement campaigns by Department.

Online engagement

With the COVID-19 pandemic restricting opportunities for face-to-face engagement, online platforms have become vital in the last year, and are among the most efficient tools to engage the community. Council's mySay site has become the main platform for engagement with the community, offering a multitude of engagement options including surveys, interactive maps for place-based projects, expected timelines, videos and storage of downloadable documents. Each project can be analysed for the level of engagement with the community, and the page acts as a reference point while the project progresses, and even after it is finished.

From 1 July 2020 to 30 June 2021 there were 33,300 visits to the site, with 67 projects accessible from this platform. This is an increase of 66 per cent on last year, when there were 20,100 visits to the site, and just over 50 projects (Figure 3).



Figure 3: mySay platform utilisation 2020/2021

Many projects contain both online and other engagement processes. The mySay data outlines the extent of the online engagement for each project. Over the last 12 months, more than 60 per cent of visitors have visited at least one project page to read project information (aware). More than half of those sought further information by watching videos and reading documents (informed). Approximately 21 per cent of those took part in surveys or activities to provide their feedback (engaged). Survey responses don't fully represent the reach of a project's engagement. The mySay platform plays a significant role in informing our community about Council projects and activities alongside providing opportunity for those motivated to share their opinion. The level of engagement can be seen to vary significantly across campaigns, with some high-profile projects receiving a strong level of response, however with smaller projects, or those that have a smaller interested cohort, the number of participants can be quite low.

All mySay campaigns for the year are listed in [Appendix A - Engagement Outputs – My Say 2020-2021](#). The top five projects are shown in Table 1. Many of the reported projects are now complete but still serve as a source of information for the community.

Table 1: Top five online engagement campaigns

Project title	Aware (visited at least one page for the project and includes "Informed" and "Engaged" figures)	Informed (downloaded a document, watched a video, visited multiple pages and includes "Engaged" figures)	Engaged (participated in survey or activity)
Ballarat: Our Future (Stage 1)	2,628	1,305	529 (surveys only)
Lake Lighting Trials over Summer	1,853	1,274	201
Ballarat Housing Strategy	1,589	776	144
Alfredton BMX Track	1,024	457	282
Bridge Mall Precinct – Design Development	983	673	142

Other methods of engagement

While online engagement spreads the potential net of participants far and wide, many community members prefer other methods of engagement including the opportunity to meet face-to-face with Council representatives or to provide feedback in non-written form. In-person engagement methods were used throughout the year at workshops, forums, presentations, and the pop-up shop front, as and when the COVID-19 pandemic restrictions allowed. These types of engagement traditionally reach fewer community members than online processes but offer the opportunity for more detailed and considered feedback and involvement. Taking the consultation out to the

community, meeting on site, at times and venues which are more accessible and using relevant stakeholders to encourage participation are all methods which promote broader engagement.

Table 2 is an excerpt from [Appendix B – Engagement Outputs – Face-to-Face and Various Other Engagement Methods](#). The appendix outlines engagement projects and activities undertaken through 2020-2021 across the organisation, using a combination of both online and other methods. Shown below are the top engagement campaigns that included face-to-face or other non-written forms of engagement.

Table 2: Most successful engagement campaigns that included face-to-face and non-written methods

Project	Method/s used e.g. Face-to-face, survey etc.	Number of participants or attendees	Number of people engaged (provided input)
Ballarat: Our Future	Short survey, long survey, community-led conversations, written submissions, Facebook comments, listening posts, point allocation for spending priorities	1,981	1,981
Business Concierge	Interactions with businesses by phone, email and face to face	243	243
Kids Designing Healthy Spaces and Events	Artistic or written competition entries by primary students	121	121
Outdoor Dining	Phone calls (cold calling) accompanied by a marketing campaign, face to face meetings	52	73
Wendouree West Recreation Reserve Skate Clinic Pop Up	In person, face to face consultation and survey	105	51
Health and Wellbeing Plan	Survey cards and online form	50	50
Children's Consultation during Children's Week	Hard copy templates (in addition to MySay), engagement through schools	43	43
Alfredton BMX Track Consultations	In person, face to face consultation and online survey	29	29

Elements of successful engagement campaigns

When assessing the success of engagement campaigns, the number of responses is not the only indicator of success. Consideration should be given to the **size and breadth of the target group and stakeholders in a project**. For example, a small capital project in a single recreation reserve may be of interest to only a small sub-section of the community whereas the development of major strategy that impacts on the whole community will be of interest to a broader cross-section of the community. Consideration should also be given to the **complexity of the engagement**. Some engagement campaigns are seeking quite simple feedback – a yes or no answer or a preference out of a range of activities. These types of campaigns can receive many responses due to their simplicity. Some engagement campaigns require more in-depth input from community. These campaigns are often seeking community input and experience. The more complex nature of these investigations often results in fewer responses but very rich information. A third consideration is the **community interest** in the topic. This is a key factor in the level of engagement with a topic and is not always aligned with the level of organisational interest in a topic. Community members may engage very strongly on a relatively simple topic such as the timing of a fireworks show but show less interest in having input into the long-term strategic direction of the Council or the city.

When reviewing the engagement campaigns over the 2020/2021 year, those that elicited the greatest active engagement throughout 2020/2021 were:

- Ballarat: Our Future
- Alfredton BMX Track
- Business Concierge
- Lake Lighting Trials

Analysis of the most successful online and face-to-face engagement campaigns showed that they shared the following characteristics:

- Were well planned with adequate time to prepare
- Had a clear understanding of their target group and what methods should be used to engage them
- Had clear parameters around what could and could not be influenced
- Were appropriately resourced, communicated and promoted
- Utilised multiple tools and methods to obtain data

Case Study – Ballarat: Our Future



Ballarat: Our Future was the largest and most significant community engagement campaign undertaken by Council during the year. The full report of the engagement campaign was presented to Council at the June 2021 meeting. The findings from the campaign were used to inform the 2021 Integrated Strategic Planning Framework (ISPF), specifically the:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan

The engagement also informed the Municipal Health and Wellbeing Plan. The engagement process was designed to be implemented over two stages.

Stage one

Stage one involved participatory engagement with the purpose of engaging a wide variety of people across a range of tools to identify community priorities.

There were 1,981 responses received in Stage one (plus an additional ~400 responses resulting from advocacy for and by the animal shelter). More than 4,000 ideas were received. Various methods of engagement were undertaken, including:

- Face to face: The Community Conversations in the Park were face-to-face sessions in community parks. Two sessions were run in each electoral ward. These were not well attended with 75 participants over six sessions. Sessions were rescheduled multiple times due to a COVID snap lockdown. This initially prohibited meetings of any type and then resulted in gathering limits.

- Community-led conversations: Kitchen Table Conversations and Group Huddles were both types of community-led engagement. Kitchen Table conversations were designed to be held with small groups of friends and family around their 'kitchen table'. Group Huddles were conversations targeted towards clubs and groups to undertake at their meetings and share the priorities for their cohort.
- Online – The mySay platform was used extensively to host numerous engagement tools, which were also made available in hard-copy format and distributed via the libraries and Customer Experience. These included a short survey, longer survey, written submissions, and a point allocation tool (Points for Priorities) for people to identify their spending preferences.

Over a six-week period, 1,981 responses were received providing over 4,000 ideas. From this stage of engagement, a summary of key themes and messages was developed.

Stage two

Stage two was a deliberative engagement process involving a representative Community Panel of 50 residents who self-nominated in response to a mailout to 17,000 residences across the municipality. The Community Panel took the findings from the first stage of engagement to refine them into clear directions for Council. The Community Panel devised a vision statement and key priorities that together formed the Community Vision document. This Vision and the areas of priority were then used in the development of the remaining strategic documents.

Continuous improvement

The City of Ballarat have undertaken a range of quality engagement processes in the previous 12 months, often in very challenging conditions. The level of community satisfaction with engagement is significantly higher than in other similar local government areas and, in fact, for all Councils across Victoria. This is a very solid platform from which to launch improvements to our engagement practice.

Over the next 12 months, there will be a focus on improving and strengthening engagement practice across the organisation. Key steps in the process include:

Strategic leadership – Over the coming year, the Community Participation team will work to add a strategic element to the organisation's engagement practice by developing an annual schedule and register of engagement. This will allow for the identification of potential clashes in campaigns with others, or with other things happening in the organisation or community at that time. It will allow for pooling of resources and campaigns where appropriate. It will also allow for adequate lead up and preparation time for each campaign to help develop consistent quality of engagement processes.

Training and capacity building - Specialised training will be provided to relevant staff to continue to build capacity within the organisation. Twenty-four staff across 12 teams have been identified and nominated to undertake training in the coming year, with a further six departments identified to undergo training based on the types of projects and the community interactions that are part of their core business.

Resource development – Resources will be reviewed and developed to ensure consistency of quality and practice in the planning, delivery and evaluation of community engagement throughout the organisation. An internal online Engagement Hub is in operation with 142 staff members having sought access to the documents stored there.

Appendix A – Engagement Outputs – My Say 2020-2021

KEY: *Aware* - visited at least one page on the site (includes "Informed" and "Engaged" figures).

Informed - downloaded a document, watched a video, visited multiple pages (includes "Engaged" figures).

Engaged - participated in survey or activity.

CAMPAIGN	DEPARTMENT	AWARE	INFORMED	ENGAGED
Ballarat: Our Future - Participatory Engagement (Stage 1)	Engaged Communities	2628	1305	529
Lake Lighting Trials Over Summer	Major Projects	1853	1274	201
Ballarat Housing Strategy	Economic Growth - Strategic Planning	1589	776	144
Alfredton BMX Track	Youth Services	1024	457	282
Bridge Mall Precinct - Design Development	Economic Growth - Strategic Planning	983	673	142
Right to the Night Health and Medical Precinct	Engaged Communities	934	440	41
Ballarat Growth Areas	Economic Growth - Strategic Planning	899	357	43
Yarrowee River Masterplan	Economic Growth - Strategic Planning	757	323	55
Ballarat Integrated Transport Action Plan	Economic Growth - Strategic Planning	724	563	4
Bakery Hill Urban Renewal Plan	Economic Growth - Strategic Planning	662	322	0
Ballarat Outdoor Dining Community Consultation	Economic Growth - Economic Development	627	396	97
Brown Hill Local Area Plan	Economic Growth - Strategic Planning	502	389	0
Children's Consultation	Family and Children's Services	489	169	94
Imagine Ballarat East - Local Area Plan	Economic Growth - Strategic Planning	480	279	0

CAMPAIGN	DEPARTMENT	AWARE	INFORMED	ENGAGED
New Outdoor Youth Space at Wendouree West Rec Reserve	Youth Services	412	122	59
Naming Proposals	Economic Growth - Strategic Planning	376	52	19
Amended Draft Community Engagement Policy endorsed by Council	Engaged Communities	367	224	68
Budget 2021-2022 Endorsed	Governance & Risk	358	215	22
The Miners Rest Township Plan	Economic Growth - Strategic Planning	336	139	0
Planning for Ballarat's future CBD	Economic Growth - Strategic Planning	320	159	15
Heritage Gaps Review	Economic Growth - Strategic Planning	293	109	6
Buninyong Streetscape Concept Plans - Feedback Summary	Economic Growth - Strategic Planning	287	130	24
Lake Burrumbeet - Update to rules for all waterway users	Parks & Gardens	274	144	21
Future of 14 - 16 Boak Avenue	Engaged Communities	269	173	56
Ballarat Health, Knowledge and City Living Precinct Draft Master Plan	Economic Growth - Strategic Planning	257	119	0
Community Infrastructure Planning Policy	Engaged Communities	223	128	36
Midlands Reserve - Revitalisation Project	Engaged Communities	215	149	92
Help us evaluate safety improvements at White Flat Recreation Reserve	Engaged Communities	200	68	33
2021 Ballarat Citizen of the Year, Young Citizen of the Year	Governance & Risk	169	58	10
Parent Place Review	Family and Children's Services	160	39	20
Latrobe Street Saleyards Precinct Urban Renewal Project	Development & Growth	155	53	0
Community Infrastructure Plan	Engaged Communities	152	55	16
Ballarat Station Southside Precinct	Economic Growth - Strategic Planning	143	11	0

CAMPAIGN	DEPARTMENT	AWARE	INFORMED	ENGAGED
Dowling Forest Precinct Review	Economic Growth - Strategic Planning	141	92	0
Phase 3 - The Plans	Governance & Risk	133	79	0
Ballarat Cycling Action Plan 2017	Economic Growth - Strategic Planning	125	95	0
Ballarat Integrated Transport Plan – Walking and Pedestrian Network	Economic Growth - Strategic Planning	114	59	4
Binney Reserve Draft Landscape Management Plan	Parks & Gardens	107	21	6
Living Corridors	Economic Growth - Strategic Planning	107	31	0
Skate and Tween/Teen Facilities Framework	Recreation Services	103	98	0
The Cardigan Village Plan	Economic Growth - Strategic Planning	102	28	0
City of Ballarat Election Caretaker Period	Governance & Risk	66	0	0
The Burrumbeet Plan	Economic Growth - Strategic Planning	63	33	0
Revenue and Rating Plan 2021-2025 Endorsed	Governance & Risk	49	26	2
Waste to Energy in Ballarat	Waste & Environment	49	13	0
Future Directions in Community Safety	Engaged Communities	29	24	15
Phase 2 - Deliberative Engagement Community Panel	Economic Growth - Strategic Planning	27	24	16
City of Ballarat's Historical Collections	Economic Growth - Strategic Planning	23	4	0
Review of Mayor and Councillor Allowances	Governance & Risk	18	4	1
Bakery Hill Traders and Owners - Urban Renewal Plan	Economic Growth - Strategic Planning	12	6	2
Proposed Smarter Parking Plan	Development & Growth	12	0	0
Wyndholm Reserve Draft Master Plan	Engaged Communities	10	6	0

Ballarat Archaeology Review	Economic Growth - Strategic Planning	6	2	0
CAMPAIGN	DEPARTMENT	AWARE	INFORMED	ENGAGED
Eureka Centre and Eureka Stockade Memorial Park Draft Interpretation ...	Economic Growth - Strategic Planning	6	3	0
Positive Ageing Strategy	Aging Well	6	4	0
myBallarat Market Research	Communications & Marketing	5	5	0
Community Workshops	Engaged Communities	4	1	0
Emergency Management Plan	Engaged Communities	4	1	0
Ballarat East Town Hall Gardens and Environs	Economic Growth - Strategic Planning	3	1	0
Family entertainment - fireworks or sound and light show?	Events & the Arts	3	1	0
myBallarat magazine	Communications & Marketing	2	0	0
Naming Proposal	Economic Growth - Strategic Planning	1	0	0
Advertising Review	Communications & Marketing	0	0	0
Ballarat CBD Construction	Economic Growth - Strategic Planning	0	0	0
Buninyong Botanic Gardens Masterplan	Economic Growth - Strategic Planning	0	0	0
Tell us about how you manage your waste - Ballarat Transfer Station	Waste & Environment	0	0	0
TOTAL NUMBER OF PROJECTS = 67		20,447	10,531	2,175

Appendix B – Engagement Outputs – Face-to-Face and Various Other Engagement Methods

DEPARTMENT	PROJECT	METHOD USED TO ENGAGE EG. FACE-TO-FACE, SURVEY ETC.	NUMBER OF PEOPLE PARTICIPANTS/ ATTENDEES	NUMBER OF PEOPLE ENGAGED IE. PROVIDED INPUT/RESPONSES	HIGHLIGHTS EG. QUOTES, OUTCOMES ETC.
Engaged Communities	Ballarat: Our Future	Short survey, long survey, “Kitchen Table Conversations”, “Group Huddles”, submissions, Facebook comments, Community Conversations, “Points for Priorities”	Estimate 2000	1981	
Engaged Communities	Kids Designing Healthy Spaces and Events	Artistic or written competition entries by primary students	121	121	Key themes which children mentioned were important included natural spaces, animals and actively participating in the space. Students used Minecraft, Lego, video, drawing, collage, sculpture and writing to describe spaces which make them feel happy and healthy.
Economic Growth - Strategic Planning	Sturt Street shared path and rehabilitation	Face to face - information pack distribution	110	3	Why is it taking so long? Why are we introducing trees? Trees will destroy heritage value of buildings
Youth Services	Expect Respect - Consultation with Community Consortium and Year 12 students Loreto College	Face to Face consultation	14	14	We have identified the need for a healthy masculinities approach, a focus on building protective factors, emotional intelligence, and empathy. This approach will reach male and female cohorts and will be supported by a collaboration of community health services including: WRISC, CASA, CAFS, Vic Police, Headspace, BADAC and WHG.
Family and Children's Services	Children's Consultation during Children's Week	Hard copy templates (in addition to MySay)	43	43	

DEPARTMENT	PROJECT	METHOD USED TO ENGAGE EG. FACE-TO-FACE, SURVEY ETC.	NUMBER OF PEOPLE PARTICIPANTS /ATTENDEES	NUMBER OF PEOPLE ENGAGED IE. PROVIDED INPUT/RESPONSES	HIGHLIGHTS EG. QUOTES, OUTCOMES ETC.
Recreation Services	Alfredton BMX Track Concept Reveal	In person, face to face consultation	10	10	Concept design feedback on track layout and features.
Recreation Services/ Youth Services	Alfredton BMX Track Consultations	In person, face to face consultation and online survey	29	29	Identification of areas of boredom of young people leading to construction of own BMX elements within Alfredton reserve. Input into site selection, track features/design elements for track to be newly constructed in Alfredton.
Engaged Communities	Wendouree West Recreation Reserve Skate Clinic Pop Up - consult skate elements, WWRR project update	In person, face to face consultation and survey	105	51	Consultation identified what would be considered valued addition to the reserve's skate-able areas. Key theme also identified need for activation of WWRR as local youth in attendance highlighted the lack of engagement/participation opportunities in their neighbourhood.
Economic Growth - Economic Development	Business Concierge	Interactions with businesses by phone, email and face to face	243	243	Responding to various business requests and providing general information
Youth Services	Sovereign Hill Masterplan Consultation	Online - Group session	12	12	Consulting on behalf of Sovereign Hill. Youth Participants were able to provide input on crucial aspects such as accessibility and share innovative ideas for a Sovereign Hill of the future
Youth Services	Victorian Government Youth Strategy development	Online - Group session	6	6	Partner - YACVIC. Key themes important to young people presented from research and through discussion.
Youth Services	Youth Council - Municipal Health and Wellbeing Plan and Library Redevelopment	Online - Group Session	11	11	Strong focus on Youth Mental Health, Coping with Stress and Environment/ Climate Change in the discussion

DEPARTMENT	PROJECT	METHOD USED TO ENGAGE EG. FACE-TO-FACE, SURVEY ETC.	NUMBER OF PEOPLE PARTICIPANTS /ATTENDEES	NUMBER OF PEOPLE ENGAGED IE. PROVIDED INPUT/RESPONSES	HIGHLIGHTS EG. QUOTES, OUTCOMES ETC.
Youth Services	T.E.A.M. Survey - Annual Planning	Online Survey	16	18	Participants demonstrating a high level of interest for Creative Workshops, Confidence Building and Personal Development Activities, and a willingness to participate in workshops scheduled during school holidays.
Youth Services	Girl Space and Young Men's Program End of Year Survey and 2021 Planning	Online Survey	11	11	Partnered with CMY. Development of an Inclusive Social Connections program has been identified to implement in 2021
Economic Growth - Economic Development	Materials Flow Analysis	On-site interviews with businesses	6	6	Understanding where businesses source materials, what is produced, what waste is created and where does it go
Economic Growth - Economic Development	Outdoor Dining	Phone calls (cold calling) accompanied by a marketing campaign, face to face meetings	52	73	Our consultation with the hospitality business community helped us to understand that wind is the largest factor, deterring people from dining outdoors. We therefore allocated most of our state government funding to construct wind barriers for as many hospitality businesses as we can afford and permit. Businesses were invited to submit an EOI for wind barriers, which 73 did.
Engaged Communities	Health and Wellbeing Plan	Survey cards and online form	50	50	Survey cards still suit some audiences - i.e. Buninyong Seniors were able to have input into the plan, addition of a QR code extended the opportunity for online responses.
Engaged Communities	Youth consult - MPHWP	Virtual (online) group meeting	9	9	Key themes of young peoples' issues around mental health and climate change were discussed

DEPARTMENT	PROJECT	METHOD USED TO ENGAGE EG. FACE-TO-FACE, SURVEY ETC.	NUMBER OF PEOPLE PARTICIPANTS /ATTENDEES	NUMBER OF PEOPLE ENGAGED IE. PROVIDED INPUT/RESPONSES	HIGHLIGHTS EG. QUOTES, OUTCOMES ETC.
Youth Services	CoB Public Art Policy Youth Consultation				Youth have been able to emphasise the need for mentoring and other opportunities for emerging local artists
Youth Services	FReeZA Committee, Annual Planning Arts and Cultural events		12	12	Young people identified calendar of their youth events and training opportunities for focus of Youth Services and FReeZA committee planning in 2021.
Youth Services	Youth Council - Annual Planning		14	14	Young people identified training areas and areas of personal interest for focus of Youth council program in 2021.
Youth Services	Inclusive Social Connection Program Planning		15	15	Partnered with CMY/ Speak. Opportunity to remove unnecessary gender bias to programs, develop inclusive programming through wording and partnerships in community
Youth Services	COVID Experiences		8	8	Partnered with BCH. Availability of regional information, emphasis metro. Experiences and perceptions of young people on COVID and COVID tests.
Arts and Culture	CoB Public Art Policy Youth Consultation		10	10	Youth have been able to emphasise the need for mentoring and other opportunities for emerging local artists
TOTAL CAMPAIGNS = 19			2,907	2,750	

8.9. COMMUNITY SATISFACTION SURVEY

Division: Corporate Services
Director: John Hausler
Author/Position: Darren Whitford – Acting Manager Business Improvement

PURPOSE

1. The purpose of this report is to present the 2021 Community Satisfaction Survey to Council.

BACKGROUND

2. The Community Satisfaction Survey is a requirement of the Local Government Performance Reporting Framework (LGPRF). The LGPRF is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.
3. The framework is made up of a range of measures, including roads, planning, animal management and waste. It is complemented by a Governance and Management checklist of 24 items, which shows the policies, plans and procedures in place at each council. Together, they build a comprehensive picture of council performance which can be viewed on the Know Your Council website.
4. The survey was conducted via telephone with a representative sample of 801 adult residents.

KEY MATTERS

5. Perceptions of Ballarat are overall positive and include being a good place to live (strongly agree 80%), with good education and training opportunities (77%), and good access to healthcare (71%). However, metrics concerning entertainment options, affordable housing, employment opportunities, public transport and ease of getting around were the least well regarded (all below 50%)
6. Consideration was given to the importance of and satisfaction with Council's performance across 17 defined services. Greater importance was placed by respondents on community health, roads & paths, waste & recycling, and parks, gardens & trees. Of these only parks, gardens & trees achieved a high satisfaction rating. Major gaps between importance and satisfaction were seen in parking, roads & paths and to a lesser extent, waste & recycling.
7. The instances of residents having had contact with Council over the past 12 months was considerably lower at 39% (as opposed to 46% in 2019) however this is likely to have been influenced by COVID-19 restrictions. Of those who did have contact, 80% provided a positive rating (good or very good) of the service provided by Council.
8. There was high awareness of and a high likelihood to recommend events such as Begonia Festival, Heritage Festival and Winter Festival to friends and family living outside the Municipality.

9. 96% of those surveyed were aware of at least one Council project with Mars Stadium and Her Majesty's Theatre upgrade being the highest. Satisfaction with Council performance in projects was however a modest 51% (satisfied or very satisfied).
10. Residents were only moderately satisfied with the manner in which Council communicates. There was a higher preference for email being used to communicate and a lower preference for the local newspaper than what actually occurred.
11. Council received a high rating for its response to COVID-19 (81% good or very good) and steady or small declines were seen in the governance, leadership and corporate metric, versus previous years.
12. Council staff have analysed the survey data and have created tools to assist relevant business units in understanding the outcomes more succinctly for targeted improvement where possible.

OFFICER RECOMMENDATION

13. That Council:

13.1 Note the Community Satisfaction Survey 2021; and

13.2 Place the Survey report on Council's website for public viewing.

ATTACHMENTS

1. Governance Review [8.9.1 - 2 pages]
2. City of Ballarat Community Survey 2021 Final Report [8.9.2 - 65 pages]
3. Comparison report [8.9.3 - 1 page]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report aligns to Council's commitment to transparency.

COMMUNITY IMPACT

2. The report outlines the Community's satisfaction with Council services and provides key indicators and data for Council to utilise in improving its operations.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. No climate emergency or environmental sustainability implications are relevant to the subject of this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. No economic sustainability implications are relevant to the subject of this report.

FINANCIAL IMPLICATIONS

5. Council utilised an external supplier in compliance with Council's procurement policy.

LEGAL AND RISK CONSIDERATIONS

6. No legal or risk implications are relevant to 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*. The report supports the human right of "taking part in Public Life".

COMMUNITY CONSULTATION AND ENGAGEMENT

8. The survey supports Council's commitment to community consultation and engagement.

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

OFFICIAL

OFFICIAL

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

OFFICIAL

2021 COMMUNITY SATISFACTION SURVEY

Report

May 2021
Prepared for:



Prepared by:  **newfocus**
9645-pi/slp



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Key findings

This report presents the outcomes of the 2021 Community Satisfaction survey undertaken by new**focus** on behalf of the City of Ballarat. The research was conducted via a telephone survey with a representative sample of n=801 adult residents with surveys conducted between 18 March and 14 April 2021. The average survey length was 17 minutes.

The 2021 survey is considerably different to that of prior years and reflects a redefinition of Council's information needs. Further to this, the reporting of results focuses more on the distribution of scores rather than mean scores as was the case in previous community satisfaction surveys. As such, whilst some historic data is provided (where lines of enquiry continued), the 2021 results should be considered as a resetting of the benchmark position.

Key findings from the 2021 research are provided below with further details in the body of the report.

1. Community indicators - perceptions of Ballarat In 2021

Perceptions of Ballarat as an area are overall positive and include being a good place to live (80%); with good education and training opportunities (77%) and good access to healthcare (71%) (ratings 8-10 on a 0-10 scale).

These were followed by second tier aspects: easy to cycle and walk around (65%); good local shopping (64%) and creative arts and culture community (64%).

However, metrics concerning entertainment options, affordable housing; employment opportunities, public transport and ease of getting around were the least well regarded (all below 50% agreement (ratings 8-10)).

Changes over time (since 2019 when last measured)

In terms of agreement (ratings 8-10), the following metrics improved at a statistically significant level compared to 2019: good employment opportunities, good education and training, good local shopping, good place to raise a family, a safe place to live and the CBD is clean/tidy and well-presented.

In contrast, a statistically significant decline was seen for Ballarat having affordable housing (36% compared to over 50% in 2018 and 2019), with other metrics concerning public transport, the area's atmosphere and entertainment options largely stable versus 2019.

Variances between demographic sub-groups

There were considerable similarities in the most and least agreed aspects of Ballarat across the key demographic sub-groups – with most the commonly agreed by all being *good place to raise a family* and *good education and training* (for all stages in life), and the least agreed aspects in almost all sub-groups being *affordable housing* and *good public transport*.

Some aspects appear to differ by age where at approx. 50 years, and whilst *healthcare* is well regarded, *getting around* and *public transport* appear to become more salient concerns, whereas for those under 50 years, *entertainment* appears to be a less positively viewed aspect.

Implications: The key strengths of Ballarat as a good place to live, with good education and health care are stable aspects which bode well for Ballarat and should be reinforced and potentially leveraged via Council strategies. Wide ranging concerns over declining housing affordability, with low perceptions of employment suggest these aspects need a community-wide focus.

In contrast, aspects such as public transport and those related to mobility may need a more targeted approach to engage the community to address resident concerns.

Key findings....continued

2. Council services indicators

Consideration was given to the importance of and satisfaction with Council performance on 17 council services (see below chart).

Council services of greater importance to residents (90% or more rated importance as 4,5) were *community health*; *roads & paths*; *waste & recycling*; and *parks, gardens & trees*. These were followed as a 2nd tier (80% to 89% importance) by *environmental health* and *parking*.

Amongst these 1st and 2nd tier services, only *parks, gardens & trees* achieved a high satisfaction rating (81% rated 4-5), followed (considerably) by *community health* at 66%. Major gaps between importance and satisfaction (coinciding with relatively pronounced dissatisfaction) were seen in three core Council services of *parking*; *roads & paths* and *waste & recycling*.

Variance by demographic subgroups

For **Importance**, generally consistent views were had across cohorts for higher importance services noted previously.

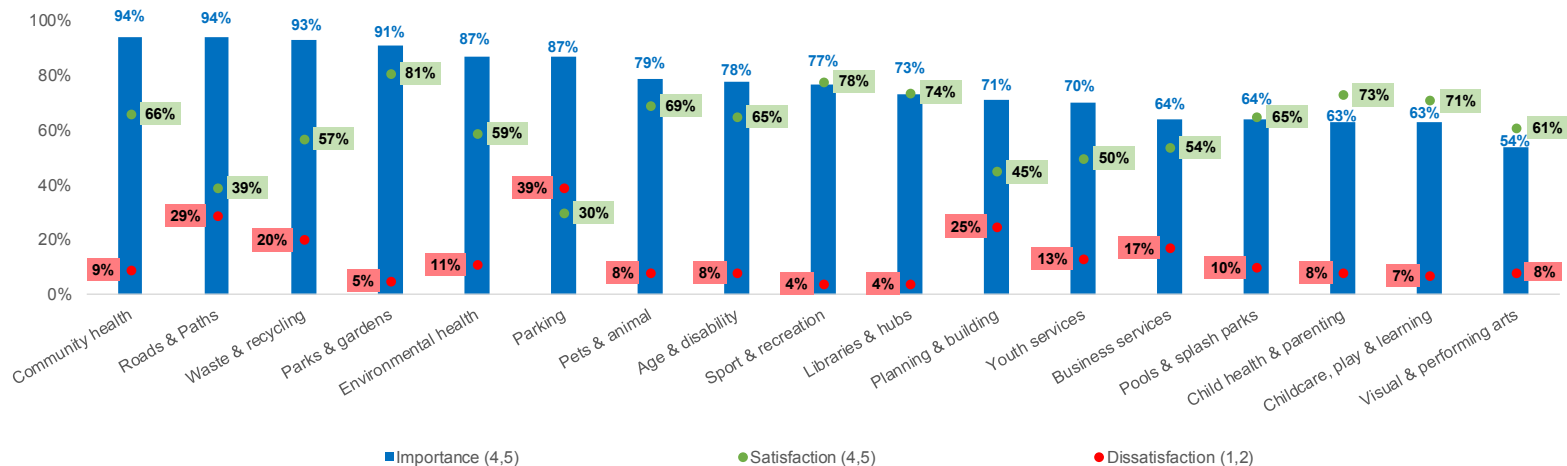
Differences in importance between cohorts were more evident on lesser importance services which often related to life-stage services – such as child related services.

Satisfaction with services was highest in all cohorts for *parks and gardens* and *sports and recreation facilities*. Satisfaction levels for the important services of roads, paths and parking were low in each cohort.

These findings suggest Council is perceived as performing best on services in support of the natural outdoor aspects of Ballarat – parks, gardens & trees; and sport & recreational facilities.

However, there are numerous key council services where satisfaction is low and most evident on 'traditional council services' with high importance. These results suggest that 'disquiet' exists amongst residents with core service provisions.

Importance vs Satisfaction with Council Services - 2021



Key findings....continued

3. Customer Service Indicators

Overall, in 2021, the instance of residents having had contact with Council in past 12 months was 39%. This was statistically significantly less than 46% in 2019 (however, the reduction may have been influenced by COVID-19).

Amongst those having contact, the service provided by Council was positive, with 80% rating good/very good and improved versus prior waves of research (i.e., 66% in 2018 and 78% in 2019).

Residents aged 18-34 were the most positive towards their most recent contact with Council, whereas those aged 65 plus were the least positive. Females also showed somewhat better ratings than males and South ward residents stood out as the happiest with Council's customer service compared to those living in other areas.

Methods of contact used and preferred

Overall, there was a reasonably high level of alignment between the channels used to contact Council in 2021 and the methods preferred by residents: with telephone the most common used (and preferred) by approximately 2 in 3.

Telephone was followed by email and in-person contact at Council offices/facilities (by approximately 1 in 5 for users) and with some potential appearing to increase the use of each with preference somewhat higher for each (approximately 1 in 3).

Variances between demographic sub-groups

Telephone was used/preferred most across age groups. Secondary channels display generational differences with:

- Email use was higher among males and 35-49 y.o. residents and preference was considerably stronger by those under 50 years and declined with age
- Preference for in-person contact increased with age and was most pronounced amongst residents over 65 years of age

Findings suggest that whilst incidence of having contact with Council in past 12 months may have declined the service provided improved. This is a positive.

Results also suggest the mix of channels available are aligned with the channels that residents prefer (telephone, in-person and email) with limited evidence of demand for other alternatives at this stage.

4. Event Indicators

(events such as Begonia Festival, Ballarat Winter Festival, Heritage Festival, Summer Sundays, Christmas decorations and activities and ANZAC Day events)

There was almost universal (99%) awareness of such events and amongst those aware 65% were highly likely (rating 8-10) to recommend events such as these to others (outside the area).

Likelihood to recommend Council events was high in all demographic sub-groups.

These results suggest that residents are aware of Council delivering community events and based on their likelihood to recommend to others are likely supportive of Council doing so

5. Projects Indicators

96% were aware of at least one Council projects tested, with highest awareness of Mars Stadium (84%) followed by Her Majesty's Theatre Upgrade (80%). Both had similar awareness levels when last tested in 2018 and 2019, respectively. The Warrenheip Streetscape Project – Buninyong had the lowest awareness (21%).

Overall, major projects such as these were quite important to the community (71%), with 20% neutral and 9% not considering them important.

Satisfaction with Council performance in projects was however only modest (51%), with 32% neutral and 17% dissatisfied.

By demographics, generational differences were seen, with importance of major projects increasing with age and satisfaction declining with age. This pattern suggests that expectations towards events are notably higher among older residents.

Results suggest that major projects are more relevant to older cohorts and that younger cohorts may not be as engaged as they could be.

Council may wish to build awareness of initiatives other than Mars Stadium and the Her Majesty's Theatre upgrade.

Key findings....continued

6. Communications Indicators

74% of those surveyed recalled Council communications in the past 12 months, with 18-34 y.o. the least likely to do so (61%) and 50-64 and 65+ y.o. groups having the best recall (85% and 86% respectively). Females also performed better on this key metric (77%) than males (71%).

At the total sample level, residents were only moderately satisfied with how Council communicates, with 53% either satisfied (44%) or very satisfied (9%) and 17% dissatisfied (13%) or very dissatisfied (4%).

Variances by demographic sub-group for satisfaction with communication from Council were minor.

Channels that residents used or were otherwise reached via were predominantly direct mail (via letter box) (59%), the local newspaper (39%), and Council's social media pages (26%). Communication preferences were largely in line with communications received or otherwise accessed, with the only notable exceptions being:

- A higher level of preference for emails being sent to residents (19%) than what actually occurred (3%)
- A lower level of preference for the local newspaper (26%) than what actually occurred (39%)

Variances by demographic sub-group for usage and preference were primarily generational in nature:

- Direct mail and the local newspaper increased with age
- Social media and email decreased with age

Lower recall of Council communications among younger residents, to whom email and social media more appeal to, suggests that Council could improve their communications in the digital space, and although direct mail will remain key to reach the general community going forward, consideration should be given to the local newspaper in its current form due to its lower level of preference compared to actual usage.

7. Governance, Leadership and Corporate Metrics

Council was perceived to perform best on response to COVID-19, with 81% rating either good or very good, which was considerably higher than the next-best metric: service performance overall (59%). This in turn, was followed by:

- Decisions made in interest of community (46%)
- Lobbying on behalf of the community (43%)
- Community consultation and engagement (42%)
- Condition of sealed local roads (42%) – also with relatively high very poor/poor ratings (31%)

Changes over time: Excluding *Council's response to COVID-19* (which was only measured in 2021) and *Performance of current Councillors* (which remained largely stable), declines were seen in each other governance, leadership and corporate metric versus prior years, with reduced good/very good and increased poor/very poor ratings, with these shifts statistically significant for:

- City of Ballarat's service performance overall
- Community consultation and engagement
- Condition of sealed roads in the area

Variances by Demographic sub-group. Perceptions of Council performance were reasonably similar by gender and by ward. Younger residents (18-34 years) tended to be the most positive, with perceptions declining with age on most aspects measured, though an exception to this was concerned the condition of sealed local roads, which was rated highest by residents 65 and over.

These findings suggest slippage in perceptions of Council performance. These may be linked to issues Council has faced in recent times (outside scope of the present research).

The decline in these likely warrant further qualitative investigation to better understand the nature of these declines

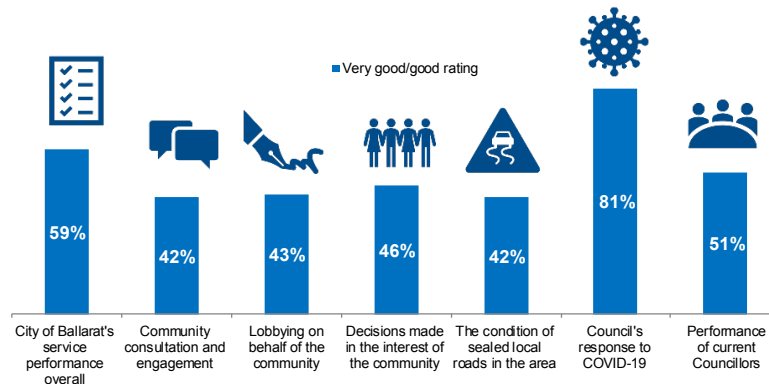
Conclusions

- **Area perceptions:** Ballarat is well-regarded by residents as a good place to live; with good education and training opportunities and good access to health care. Residents are concerned about housing affordability and despite some recent improvements, employment opportunities continues to be an area of concern.
- **Service delivery:** residents are mostly satisfied with the provision of services that support the highly valued natural aspects of Ballarat – parks, gardens & trees; and sport & recreational facilities. Residents are less satisfied with services relating to mobility within the municipality and ease of getting around (e.g. roads, paths, parking, public transport). Whilst these negatives are most evidenced by older aged residents, younger adults are not immune to experiencing dissatisfaction with these services.
- **Customer service:** COVID-19 may have reduced the incidence on service contacts occurring, where at the same time satisfaction with service interaction increased. COVID-19 may be masking what appears to have been an underlying positive shift in service quality where improvement appears to have been in progress before COVID-19.
- **Communications preferences:** there appears to be two cohorts of residents, one that use and prefer traditional communications (print based) and a second, younger group that use and prefer more digital alternatives (especially email). Nevertheless, telephone remains the primary method used and preferred by residents for service interactions.
- **Communications reach:** Council appears to be reaching 3:4 residents with its communications but such reach is skewed older, with younger aged adults likely less exposed to communications. Overall satisfaction with Council communications are only modest (with just over half satisfied). This does not appear to be channel-driven as residents have available the channels they wish to use. As such, Council may wish to explore the nature and composition of the communications to ensure cut-through and relevance.
- **Major projects:** residents value major projects and room for improvement exists regarding their satisfaction, and whilst awareness of long-standing projects such as Mars Stadium and the Her Majesty's Theatre upgrade is quite high (approx. 4:5), this may have reached a ceiling. As such, Council may wish to consider changing their communications approach for these projects (to further build awareness) or to focus on other, lesser-known projects.
- **Local events:** residents are aware that Council provides local events and appear supportive of them due to their high likelihood to recommend them to others outside of the municipality.
- **Governance, leadership and corporate metrics:** results suggest that the community is satisfied in how Council responded to COVID-19, and whilst the majority are satisfied with service performance overall, room for improvement exists for remaining metrics concerning consultation and engagement, lobbying and making best-interest decisions on the community's behalf and especially the condition of local seal roads.

Scorecard at a glance (2021)

PAGE 8

Governance, leadership and corporate metrics



Index ratings



**CITY OF
BALLARAT**



 newfocus

Communications

74% recalled
Council
communications

53% satisfied or
very satisfied with
communication

Projects

51% satisfied or
very satisfied with
major projects

Customer service



Index rating
79.5

80% rated most recent
service interaction as
good or very good

Background



For many years, the City of Ballarat (Council) has undertaken an annual community satisfaction survey. Historically this involved an annual sample $n=800$ residents. This survey has been used to inform council planning and to comply with the Local Government Performance Reporting Framework (LGPRF) which includes three mandatory questions.

In 2019, Council issued a RFQ from suitably qualified consultants to provide advice on enhancements and improvements to research methods, coverage and survey design and to undertake the study on its behalf. (At the time the survey was estimated to require over 20 minutes to complete and consisted of some duplicated lines of enquiry). **newfocus** was the successful tenderer commissioned to undertake this research for 2020 and 2021.

In 2020 however, given the onset of the COVID-19 pandemic and impact on residents and Council and other issues being experienced by Council at the time a determination was made by Council to undertake a separate reduced scope survey for 2020. The reduced scope included mandatory questions only (to meet Councils Reporting obligations) and with a reduced sample ($n=400$).

Since then a new Council has been appointed and the impacts of the pandemic reaching a point to provide Council confidence to relaunch its Community Satisfaction survey in 2021.

As part of this process an internal review was undertaken by Council to help ratify its information needs. Following this review **newfocus** worked with Council to redesign the research instrument - to meet councils key information needs, using a more streamlined survey, whilst continuing to measure key metrics retained to provide historical context in performance monitoring.

This report presents the findings of the 2021 survey of $n=801$ adult residents.

Scope and Objectives



Scope of work and requirements - as provided in the initial RFQ were:

- design and implement the community research program to ensure a successful survey, including the review of Council's current questionnaire and indicators
- collect and report on three mandatory community satisfaction indicators
- data collection of samples on n=800 residents
- Sample to be representative of the adult population



Survey re-design and redefined research objectives

In 2021, following an internal review by Council and subsequent discussions between **newfocus** and Council a new survey was developed. Using the lines of enquiry of the revised survey as the basis, the following outlines the redefined research objectives:

Obtain a representative sample of the adult population of Council's catchment area to establish resident perceptions in regards to the following range of indicators:

1. Community indicators - perceptions of Ballarat (not of Council) (against 14 aspects)
2. Customer service indicators - (by those who have had contact with Council)
3. Council service indicators – importance and satisfaction (against 17 service areas).
4. Event indicators – includes social capital (likelihood to recommend events to others)
5. Project indicators – includes awareness, importance and satisfaction with Council on projects
6. Communication indicators – includes channels used and preferred
7. Governance, leadership and corporate metrics – includes mandatory DELWP questions



Methodology

A Computer Assisted Telephone Interview (CATI)



- » Randomly selected sample of adult residents of the City of Ballarat area.
- » Sample achieved n=801
- » Samples sourced from publicly available databases, containing a mix of landline and mobile phones
- » All telephone interviews conducted in-house by new**focus**' team of field interviewers under supervised conditions
- » A total of 11 interviewers were used
- » All surveys were conducted from 18th March – 14th April 2021
- » Average survey length was 17 minutes
- » All research conducted to ISO:20252 industry standards

Sample achieved (2021)

- and sampling accuracy

PAGE 12

Total sample

A total sample of n=801 surveys were conducted in 2021. The profile of sample is opposite.

Sample weighting to population

Sampling was designed to provide minimum targets to allow for accurate weighting of results to the population demographics.

Some weighting of data was applied by age and gender cohorts in line with ABS data of population. The unweighted raw, weighting index and weighted samples are shown opposite.

Results presented in report are based on weighted data.

Note: Variances in historic weightings.

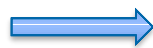
During review of historic data held by Council, some inconstant applications of weighting were identified which have been corrected in the current report when historic results are presented.

As a consequence, the historic results presented herein may vary from those previously reported.

Sampling accuracy

Sampling accuracy at 95% Confidence interval for a sample of n=801 from the City of Ballarat adult population of 78,307 (Population figures based on ABS Census Community Profile 2016 for Ballarat LGA - Usual Resident Population).

Segment		Population	Unweighted Sample Achieved 2021 n=	Weighting		
				Weighting Index	Weighted sample n	Weighted sample %
Males	18-34	11,528	101	1.1683168	118	31%
	35-49	8,900	90	1.0111111	91	24%
	50-64	8,747	101	0.8811881	89	24%
	65+	7,704	81	0.9753086	79	21%
	Total	36,879	373	n/a	377	100%
Females	18-34	11,843	92	1.3152174	121	29%
	35-49	9,916	125	0.8080000	101	24%
	50-64	9,805	103	0.9708738	100	24%
	65+	9,864	107	0.9439252	101	24%
	Total	41,428	427	n/a	423	100%
TOTAL		78,307	801	n/a	801	100%
Ward	North		264		265	33%
	Central		264		260	32%
	South		264		269	36%
	Undefined		8		7	1%



One point in time
±3.45%

Over time
±4.87%

RESULTS

Structure, Index Scores and
How to read report

Structure

The results section is structured under key lines of enquiry as outlined by objectives, as follows:

1. Community Indicators - Perceptions of Ballarat
2. Customer service Indicators
3. Council Services Indicators – Importance and Satisfaction.
4. Events Indicators
5. Projects Indicators
6. Communication Indicators
7. Governance, Leadership and Corporate Metrics – includes mandatory DELWP questions

Index scores

Results for Satisfaction and Council performance rating questions are presented as both:

- distribution and means score based on question asked and
- Index score (out of 100)

The index scores have been calculated inline with Victorian State Government Department of Environment, Land, Water & Planning Practice Note #2, Conduct of Community Satisfaction Survey, as follows (refer to table for example):

- The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale),
- Can't say' responses excluded from the analysis.
- The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category,
- These are then summed to produce the 'INDEX SCORE' (equating to '60' in the example)

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

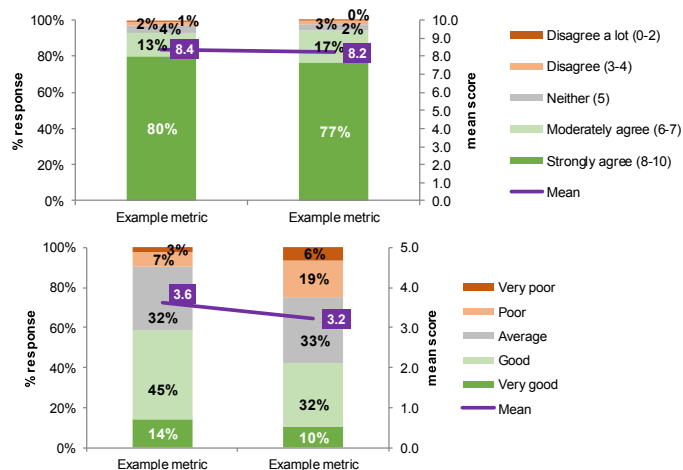
Recoding of scales

Some questions use a 5 point scale whilst others use an 11 point scale. These can be difficult to present visually and to assist the reader the following approach has been adopted.

- Where practical, the full range scale results are provided when presenting the 2021 results
- When comparing results across years or between sub-groups, the scales have been consolidated
 - 11-point scales consolidated to 5 with key focus on Top 3 and Bottom 3 responses (ie 8-10 high and 0-2 low)
 - 5-point scales consolidated to 3 with key focus on (4-5 high and 1-2 low)

Refer example charts below.

- In both cases wherever means are displayed they are based on the full (original) 11 and 5 point scales respectively.



Note: all 5 point scales have been recoded to read in an ascending order from low = 1 to high = 5. This may have varied from previous years reporting and care is needed when comparing to previous reports

How to read reported data

Tables and charts are reported in percentage results. Due to rounding some scores may range from 99% to 101%.

n = value

The n= value in the tables and charts represents the total number of respondents included in the study and the number of respondents that answered a specific question (excluding 'don't know' responses except where noted).

The values represent weighted sample n's and %

n ~ value

In some cases n~ is used. This represents the average number of respondents across two or more questions.

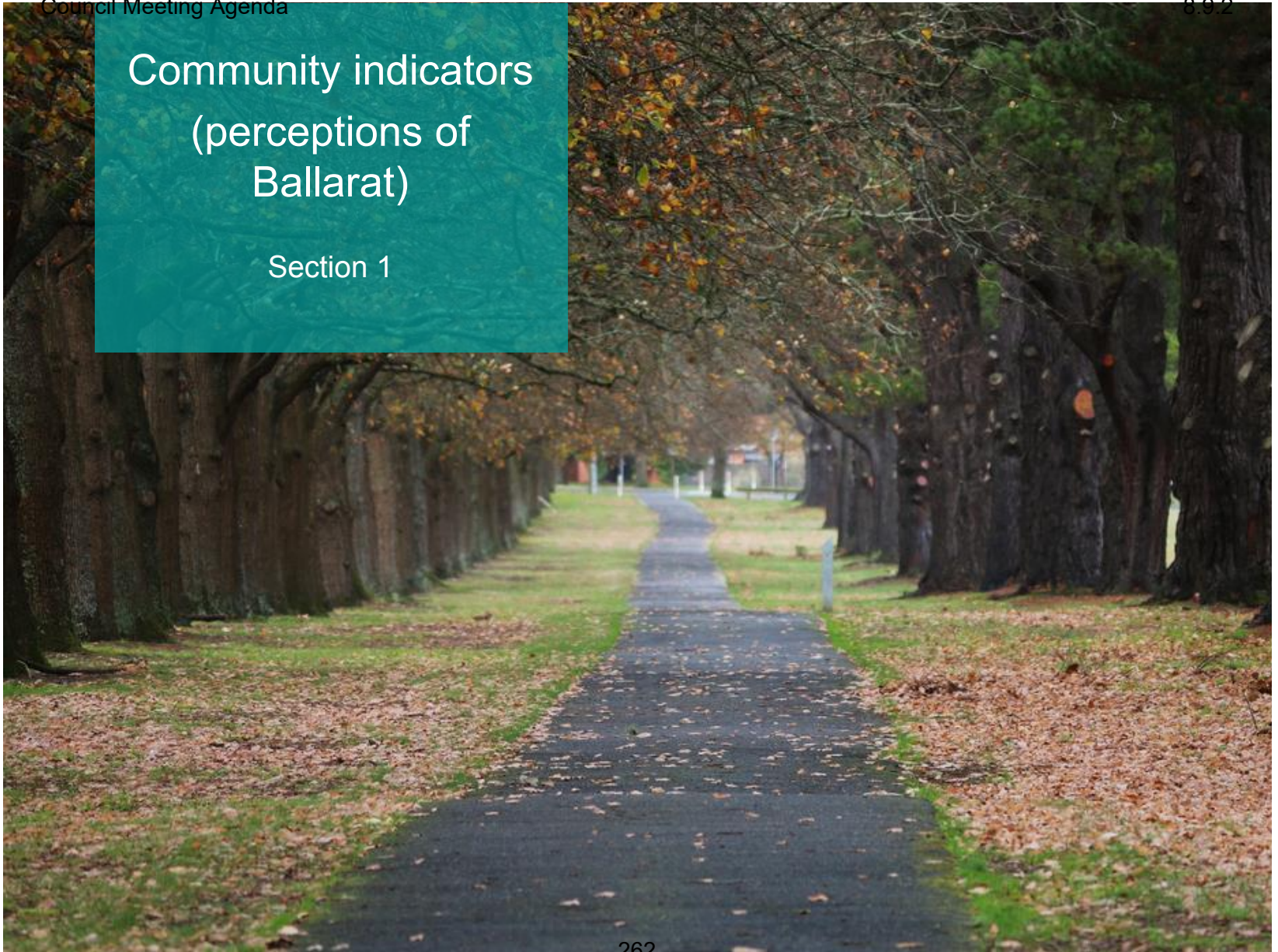
Statistical significance analysis

↑ and ↓ labels on charts indicate statistically significant differences between waves at the 95% confidence level, with ↑ denoting a higher result and ↓ denoting a lower result.

In tables, green figures represent a higher result and red figures represent a lower result; both at the 95% confidence level.

Community indicators (perceptions of Ballarat)

Section 1



Ballarat - a good place to live with good education & healthcare

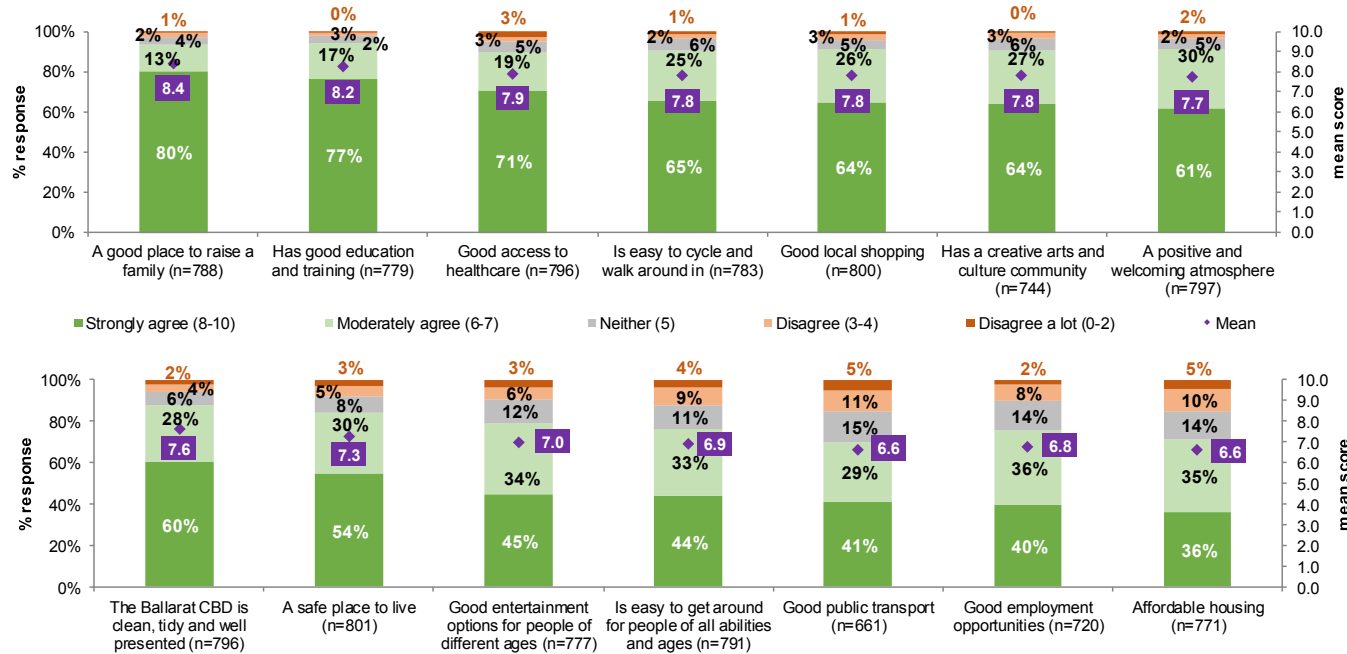
- But affordability, employment, getting around easily and public transport much less so

1.1 Perceptions of Ballarat (as an area) in 2021

In 2021 (see chart below and table next page)

Perceptions of Ballarat as a place are in the main very positive. The area is seen as a *good place to live*, with *good education and training* and *good access to health care*, each at least 70% high agreement (8-10 ratings). However, *affordable housing*, *employment opportunities*, *public transport* and *easy to get around for people of different ages* are the least well-regarded aspects of the area at less than 50% high agreement and at or above 10% disagreement (0-4 ratings).

Implications: Ballarat is seen as a good place to live but affordability and future job prospects appear as key areas of community concerns.



1.3 Perceptions of Ballarat (as an area) – 2021..... full distribution breakdown

2021	Good public transport (n=661)	Is easy to get around (n=791)	Affordable housing (n=771)	A safe place to live (n=801)	Good access to healthcare (n=796)	Good employment opportunities (n=720)	Good entertainment options (n=777)	Is easy to cycle and walk around in (n=783)	A positive & welcoming atmosphere (n=797)	The CBD is clean, tidy & well presented (n=796)	Good local shopping (n=800)	A good place to raise a family (n=788)	Has a creative arts and culture community (n=744)
Strongly disagree - 0	1%	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	*
1	1%	1%	1%	0%	0%	1%	1%	1%	0%	1%	0%	*	0%
2	2%	2%	3%	2%	2%	1%	2%	0%	1%	1%	1%	1%	0%
3	4%	3%	4%	2%	2%	3%	2%	1%	0%	1%	1%	1%	1%
4	7%	6%	6%	3%	1%	5%	4%	2%	2%	3%	3%	1%	2%
5	15%	11%	14%	8%	5%	14%	12%	6%	5%	6%	5%	4%	6%
6	11%	13%	13%	10%	7%	13%	12%	9%	10%	9%	9%	3%	9%
7	17%	20%	22%	19%	11%	23%	22%	16%	20%	19%	18%	10%	18%
8	24%	24%	21%	27%	27%	24%	25%	30%	33%	27%	29%	26%	31%
9	8%	10%	8%	14%	21%	10%	9%	15%	16%	18%	18%	23%	16%
Strongly agree - 10	10%	10%	8%	13%	22%	6%	10%	21%	13%	15%	18%	31%	16%
Mean	6.6	6.9	6.6	7.3	7.9	6.8	7	7.8	7.7	7.6	7.8	8.4	7.8

Whilst perceptions of employment opportunities and education improved in 2021, perceptions of home affordability declined

1.2 Perceptions of Ballarat (as an area) - changes over time

Changes over Time: (see next page)

Perceptions of Ballarat over the longer term have remained mostly stable and whilst some year-on-year fluctuations can arise these are mostly relatively minor.

However, since 2019 (the last time these aspects were assessed) there were several statistically significant variances of interest.

Positive increases in perceptions seen were seen for:

- *Good employment opportunities*
- *Good education and training*
- *Good local shopping*
- *Good place to raise a family*
- *A safe place to live*
- *The Ballarat CBD is clean, tidy and well-presented*

In contrast to the above, agreement (8-10 rating) that Ballarat has affordable housing declined at a statistically significant level in 2021 (36%) compared to 2019 (52%) and 2018 (54%).

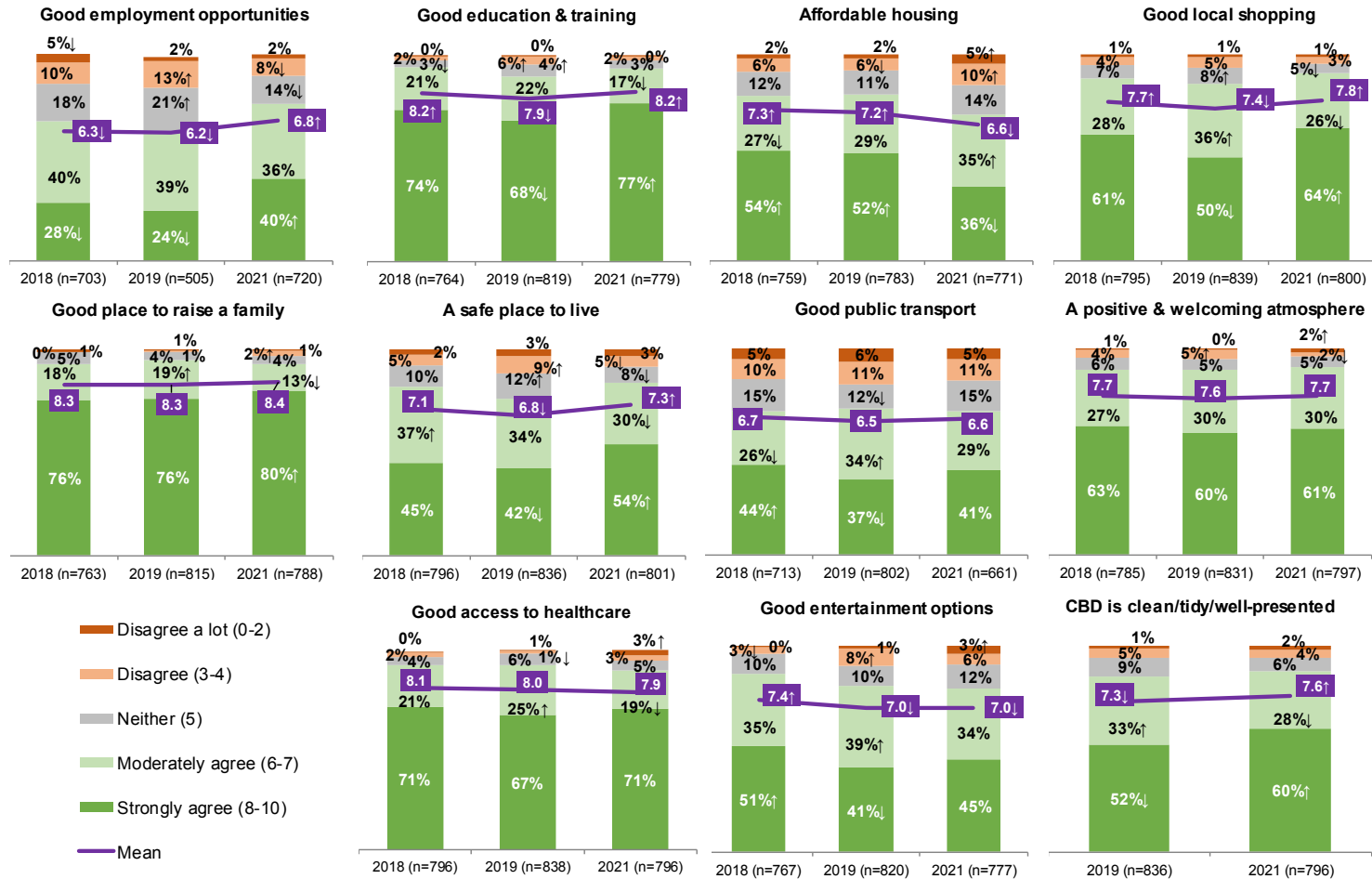
Implications:

Whilst some improvement appears to have been seen in employment opportunities, it is unknown to what extent this is due to organic factors or to the recovery from COVID-19. Notwithstanding this, perceptions of employment opportunities remain relatively low, and in terms of housing affordability things appear to have gotten worse for residents since 2019. This may be putting pressure on young families in seeking to remain in the Ballarat area

Most other aspects measured in 2021 remained stable or with some incremental improvements. While this is a positive pattern, consideration could be given to further explore:

- *Entertainment options, which had lower average agreement ratings in 2019 and 2021 compared to 2018; and*
- *Access to public transport and related infrastructure, with residents continuing to rate public transport less healthily than majority of the other metrics captured*

1.2 Perceptions of Ballarat (as an area) - changes over time....continued



Primary positives and negatives are quite consistent across groups

- secondary priorities emerge at approx. 50 years with *ease of getting around* & *public transport* becoming more of an issue whilst for those under 50 years *entertainment* is less positively seen

1.3 Perceptions of Ballarat (as an area) – variances between demographic subgroups (2021)

Variances by demographic sub-group (2021) (see pages 22 - 24)

There were considerable similarities in the most and least agreed aspects of Ballarat across the key demographic sub-groups – with most the commonly agreed by all being *good place to raise a family* and *good education and training* (for all stages in life), and the least agreed aspects in almost all sub-groups being *affordable housing* and *good public transport*.

Some aspects appear to differ by age where at approx. 50 years, and whilst *healthcare* is well regarded, *getting around* and *public transport* appear to become more salient concerns, whereas for those under 50 years, *entertainment* appears to be a less positively viewed aspect.

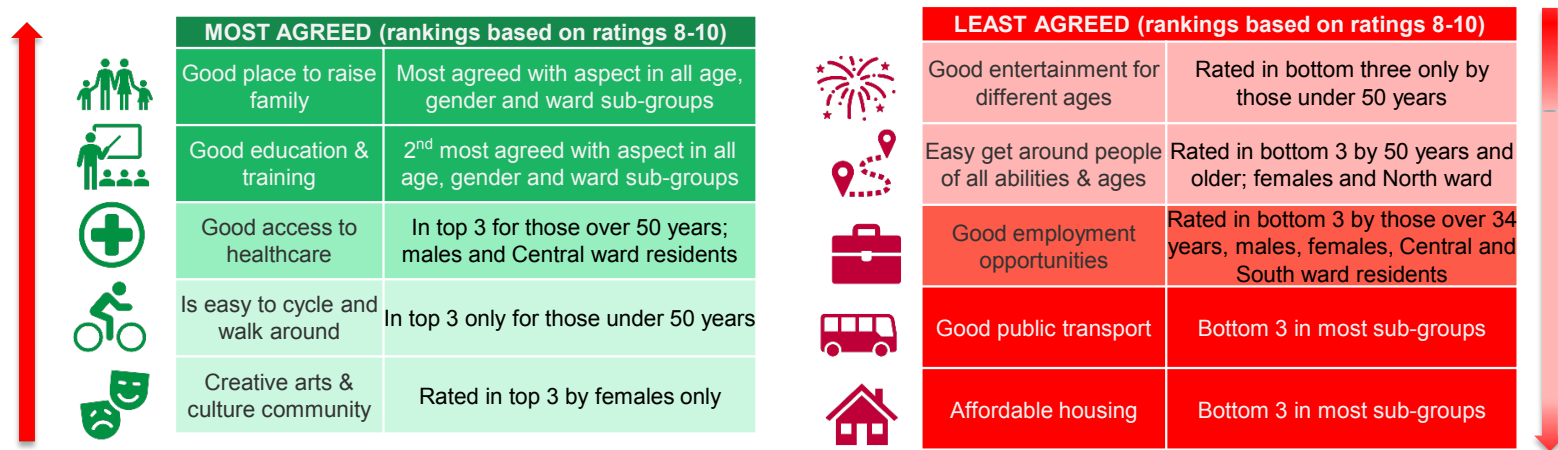
Regarding gender, the main differences were in perceptions of *creative arts and culture community* and a *positive welcoming atmosphere* viewed more positively by females, but females were less positive than males on *access to healthcare*.

Finally, some minor differences appear to exist in perceptions of *access to healthcare*, with this viewed more positively by Central ward residents.

Implications:

The key strengths of Ballarat – a good place to live with good education and good healthcare are almost universally held truths.















However, less positively held perceptions appear to be influenced more by generational differences, with the implication of this being that planning for the future needs to consider the needs of different generational sub-groups of the community.










1.3 Perceptions of Ballarat (as an area) – 2021 key variances by demographics...continued

Variances by demographic sub-group (2021) By aspect

Key variances in agreement by demographics for each of the aspects is provided below with full details in tables in next pages.








Good employment opportunities		Agreement levels were generally consistent across age, gender and ward.	A positive/welcoming atmosphere		Females were more likely to strongly agree with this statement than males.
Good education/training		35-49 and 65 plus y.o. residents were less and more likely to strongly agree, respectively.	Good access to healthcare		Better ratings among 65+ y.o. residents, males, and those living in the Central ward.
Affordable housing		18-34 y.o. residents had lower mean agreement, whereas older 65+ had higher mean agreement.	Good entertainment options		65+ y.o. residents were more likely to strongly agree and had higher mean agreement as well.
Good local shopping		65+ y.o. residents were more likely to strongly agree than younger age groups.	Is easy to get around		18-34 y.o. and 50-64 y.o. were more and less likely to strongly agree, respectively.
A good place to raise a family		This improved with age, with 65+ more likely to strongly agree and 18-34 less likely to do so.	Is easy to cycle/walk around in		Agreement levels were generally consistent across age, gender and ward.
A safe place to live		18-34 y.o. and South ward residents were less likely to strongly agree, whereas the inverse was true for 65+ y.o. residents.	Has a creative arts & culture community		Females were more likely to strongly agree with this statement than males.
Good public transport		South ward residents were more likely to strongly agree. Mean ratings were better among those under 50 years of age.	The CBD is clean/tidy/well presented		Agreement levels were generally consistent across age, gender and ward.

1.3 Perceptions of Ballarat (as an area) – 2021 variances by demographics...continued

		Age				Gender		Ward		
		18-34 (n~232)	35-49 (n~185)	50-64 (n~181)	65+ (n~162)	Male (n~362)	Female (n~397)	North (n~253)	Central (n~245)	South (n~256)
	Good employment opportunities	Strongly agree (8-10)	44%	39%	40%	34%	40%	44%	36%	39%
		Moderately agree (6-7)	32%	36%	34%	46%	35%	34%	37%	37%
		Neither (5)	13%	13%	18%	14%	16%	13%	17%	13%
		Disagree (3-4)	10%	9%	5%	6%	6%	7%	8%	8%
		Disagree a lot (0-2)	2%	3%	3%	1%	2%	2%	2%	2%
		Mean	6.9	6.8	6.8	6.7	6.8	6.8	7	6.7
	Has good education and training (for all stages in life)	Strongly agree (8-10)	74%	71%	76%	87%	78%	75%	76%	81%
		Moderately agree (6-7)	21%	19%	17%	11%	17%	18%	17%	13%
		Neither (5)	3%	6%	3%	2%	2%	5%	4%	3%
		Disagree (3-4)	1%	3%	4%	*	3%	2%	3%	2%
		Disagree a lot (0-2)	1%	*	1%	*	*	1%	*	1%
		Mean	8.2	8.1	8.2	8.6	8.2	8.2	8.3	8.3
	Affordable housing	Strongly agree (8-10)	34%	35%	37%	40%	35%	37%	34%	38%
		Moderately agree (6-7)	30%	36%	35%	41%	34%	35%	38%	31%
		Neither (5)	17%	14%	14%	11%	14%	14%	12%	16%
		Disagree (3-4)	15%	9%	9%	6%	11%	10%	9%	11%
		Disagree a lot (0-2)	5%	6%	5%	2%	6%	4%	5%	5%
		Mean	6.3	6.5	6.6	7	6.5	6.7	6.7	6.6
	Good local shopping	Strongly agree (8-10)	63%	59%	64%	73%	66%	63%	67%	60%
		Moderately agree (6-7)	27%	29%	28%	21%	26%	27%	26%	30%
		Neither (5)	7%	6%	3%	3%	4%	5%	4%	6%
		Disagree (3-4)	3%	5%	4%	2%	3%	4%	2%	4%
		Disagree a lot (0-2)	1%	1%	1%	1%	2%	1%	1%	1%
		Mean	7.8	7.6	7.8	8	7.9	7.8	8	7.7
	A good place to raise a family	Strongly agree (8-10)	74%	79%	81%	88%	78%	81%	78%	82%
		Moderately agree (6-7)	17%	13%	14%	8%	16%	11%	15%	11%
		Neither (5)	5%	5%	2%	3%	4%	4%	5%	3%
		Disagree (3-4)	3%	2%	3%	1%	1%	3%	2%	3%
		Disagree a lot (0-2)	0%	1%	1%	1%	1%	0%	1%	0%
		Mean	8.2	8.3	8.6	8.7	8.4	8.5	8.4	8.5
	A safe place to live	Strongly agree (8-10)	43%	57%	57%	63%	54%	55%	56%	57%
		Moderately agree (6-7)	37%	26%	27%	27%	30%	30%	28%	28%
		Neither (5)	11%	8%	6%	5%	8%	8%	9%	7%
		Disagree (3-4)	6%	4%	6%	3%	4%	5%	4%	4%
		Disagree a lot (0-2)	2%	5%	4%	1%	5%	2%	3%	3%
		Mean	7.1	7.3	7.3	7.7	7.3	7.4	7.4	7.4
	Good public transport	Strongly agree (8-10)	42%	47%	40%	36%	41%	42%	39%	37%
		Moderately agree (6-7)	29%	31%	24%	30%	31%	26%	31%	27%
		Neither (5)	14%	12%	15%	20%	15%	15%	16%	18%
		Disagree (3-4)	14%	8%	12%	8%	10%	12%	10%	12%
		Disagree a lot (0-2)	2%	3%	9%	6%	4%	6%	4%	6%
		Mean	6.8	7	6.3	6.4	6.7	6.6	6.6	6.4

Green and red figures denote statistically significantly higher and lower results within the demographic group, respectively

1.3 Perceptions of Ballarat (as an area) – 2021 variances by demographics (continued)

		Age				Gender		Ward			
		18-34 (n~236)	35-49 (n~189)	50-64 (n~184)	65+ (n~174)	Male (n~367)	Female (n~415)	North (n~259)	Central (n~256)	South (n~263)	
	A positive and welcoming atmosphere	Strongly agree (8-10)	59%	59%	63%	65%	57%	65%	60%	62%	62%
		Moderately agree (6-7)	32%	31%	29%	27%	32%	28%	32%	31%	28%
		Neither (5)	6%	3%	4%	5%	5%	4%	5%	3%	6%
		Disagree (3-4)	3%	3%	1%	2%	3%	2%	2%	2%	3%
		Disagree a lot (0-2)	0%	4%	2%	1%	2%	1%	1%	2%	1%
		Mean	7.7	7.5	7.7	7.8	7.5	7.8	7.7	7.7	7.6
	Good access to healthcare	Strongly agree (8-10)	63%	68%	68%	86%	75%	67%	70%	77%	66%
		Moderately agree (6-7)	24%	17%	22%	12%	18%	20%	21%	14%	22%
		Neither (5)	6%	7%	6%	2%	4%	6%	6%	4%	6%
		Disagree (3-4)	4%	4%	2%	1%	1%	4%	2%	3%	3%
		Disagree a lot (0-2)	3%	4%	3%	1%	2%	3%	2%	2%	3%
		Mean	7.7	7.7	7.9	8.5	8.1	7.8	7.9	8.1	7.7
	Good entertainment options for people of different ages	Strongly agree (8-10)	43%	42%	42%	53%	42%	47%	48%	45%	41%
		Moderately agree (6-7)	32%	33%	37%	36%	38%	31%	31%	35%	37%
		Neither (5)	16%	12%	11%	6%	12%	12%	13%	11%	11%
		Disagree (3-4)	6%	7%	6%	4%	5%	7%	8%	5%	5%
		Disagree a lot (0-2)	3%	5%	5%	1%	4%	3%	1%	4%	5%
		Mean	6.9	6.8	6.9	7.4	7	7	7.2	7.1	6.8
	Is easy to get around for people of all abilities and ages	Strongly agree (8-10)	50%	45%	37%	42%	45%	43%	40%	43%	48%
		Moderately agree (6-7)	26%	34%	33%	39%	34%	32%	35%	32%	31%
		Neither (5)	9%	11%	13%	11%	11%	11%	12%	14%	8%
		Disagree (3-4)	12%	7%	11%	5%	8%	10%	10%	8%	9%
		Disagree a lot (0-2)	3%	3%	6%	3%	3%	4%	4%	3%	4%
		Mean	7.1	6.9	6.5	6.9	7	6.8	6.8	6.9	7
	Is easy to cycle and walk around in	Strongly agree (8-10)	67%	70%	63%	61%	67%	64%	61%	68%	66%
		Moderately agree (6-7)	26%	22%	24%	30%	26%	25%	28%	26%	23%
		Neither (5)	5%	4%	8%	7%	4%	7%	9%	4%	5%
		Disagree (3-4)	2%	3%	4%	1%	2%	3%	1%	1%	5%
		Disagree a lot (0-2)	1%	2%	2%	1%	1%	1%	1%	2%	2%
		Mean	8.1	7.9	7.7	7.6	7.9	7.8	7.8	7.9	7.8
	Has a creative arts and culture community	Strongly agree (8-10)	64%	62%	59%	69%	60%	67%	62%	68%	62%
		Moderately agree (6-7)	27%	28%	29%	22%	30%	24%	29%	26%	25%
		Neither (5)	4%	7%	7%	6%	7%	5%	6%	3%	8%
		Disagree (3-4)	4%	2%	4%	3%	3%	4%	3%	3%	4%
		Disagree a lot (0-2)	*	1%	1%	*	1%	0%	0%	0%	0%
		Mean	7.9	7.8	7.6	7.8	7.6	7.9	7.8	7.9	7.6
	The Ballarat CBD is clean, tidy and well presented	Strongly agree (8-10)	61%	65%	58%	56%	59%	61%	61%	59%	61%
		Moderately agree (6-7)	23%	27%	28%	34%	30%	26%	25%	29%	28%
		Neither (5)	8%	4%	6%	7%	6%	7%	10%	5%	4%
		Disagree (3-4)	6%	2%	4%	2%	3%	5%	2%	5%	4%
		Disagree a lot (0-2)	1%	1%	4%	1%	3%	1%	1%	2%	2%
		Mean	7.6	7.8	7.5	7.6	7.6	7.7	7.7	7.7	7.6

Green and red figures denote statistically significantly higher and lower results within the demographic group, respectively

Council services indicators

Section 2



Council perceived to perform best on Natural/outdoor services

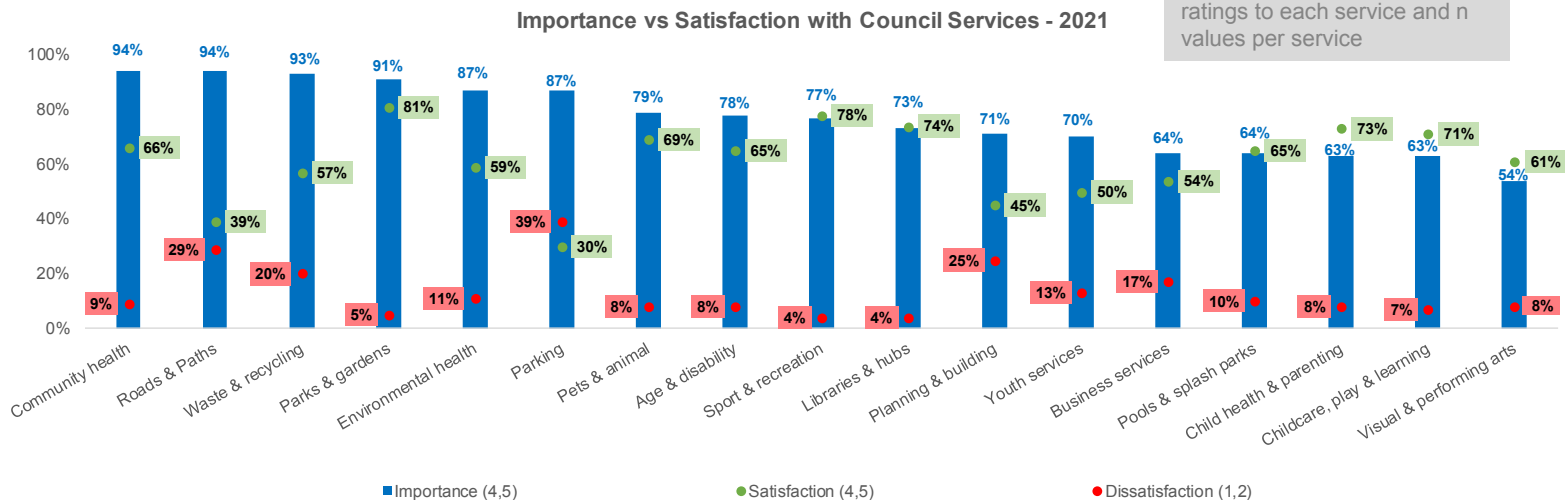
- but not perceived to perform well on 'traditional' council services: roads, parking, rubbish

3.1 Importance vs satisfaction with Council services (2021)

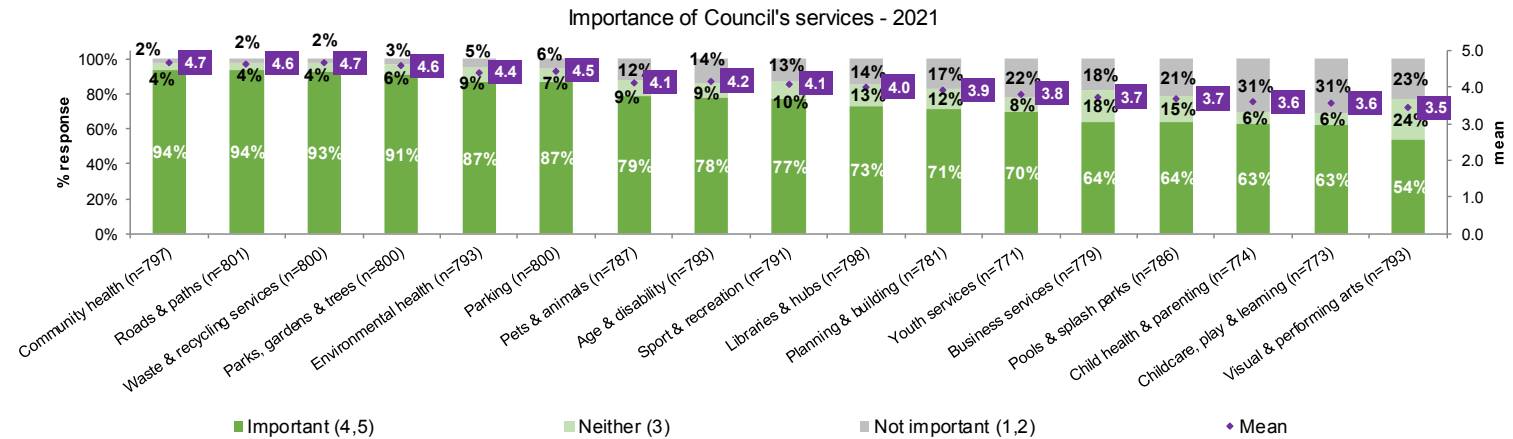
The chart below depicts the perceived importance of Council services, satisfaction with those services and the gap between importance and satisfaction. Council services of greater importance to residents (90% or more rated importance as 4,5) were *community health*; *roads & paths*; *waste & recycling*; and *parks, gardens & trees*. These were followed as a 2nd tier (80% to 89% importance) by *environmental health* and *parking*.

Amongst these 1st and 2nd tier services, only *parks, gardens & trees* achieved a high satisfaction rating (81% rated 4-5), followed (considerably) by community health at 66%. Major gaps between importance and satisfaction (coinciding with relatively pronounced dissatisfaction) were seen in three core Council services of *parking*; *roads & paths* and *waste & recycling*.

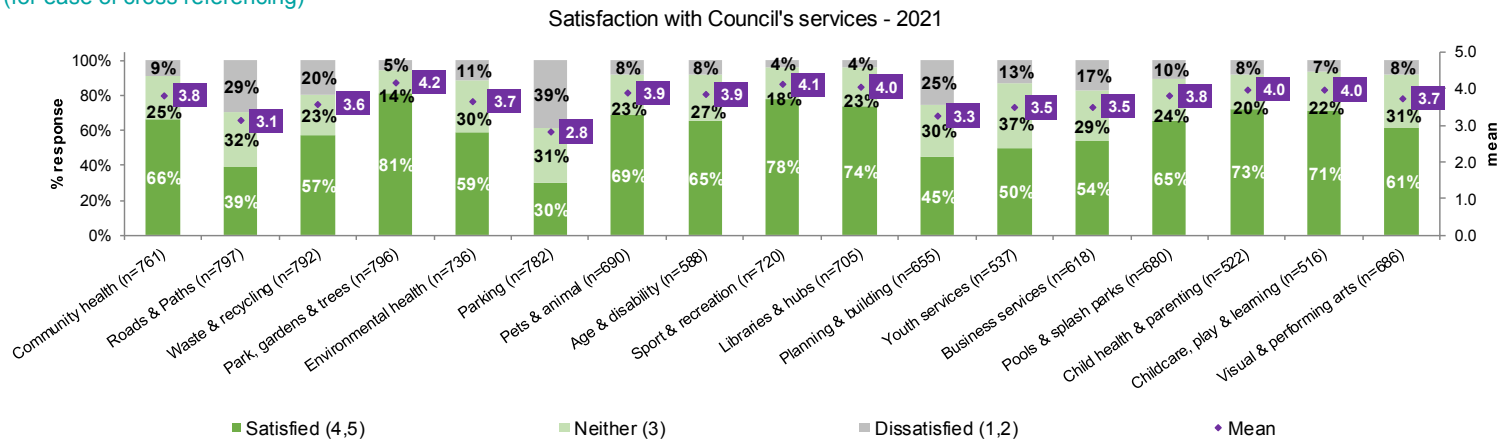
These findings suggest Council is perceived as performing best on services in support of the natural outdoor aspects of Ballarat – parks, gardens & trees; and sport & recreational facilities. However, there are numerous key council services where satisfaction is low and most evident on 'traditional council services' with high importance. These results suggest that 'disquiet' exists amongst residents with core service provisions.



3.1 Importance vs satisfaction with Council services (2021) ...continued



Order shown is descending
Importance
(for ease of cross referencing)



Residents share perceptions regarding the most important Council services

- for other services, importance appears more generational and life-stage based

3.2 Importance of Council services 2021 - by demographic sub-groups

Across each of the demographic cohorts there were largely consistent views on the services of higher importance, being as noted previously: *community health, roads and paths; waste and recycling and parks, gardens and trees.*

Differences in importance between cohorts were more evident on services with lower importance that often related to life-stage, such as child related services being less important to those 50 years and older (but of moderate level importance for those under 50 years).

Least important in most cohorts was *visual and performing arts and culture.*

These findings suggest that the community as whole generally agree on the most important Council services being not only the main traditional services relating to roads, waste and parks, but community health as well (the latter perhaps impacted by COVID-19).

Beyond these, the importance of 2nd tier services appear to be more generational in nature. This being the case, engaging with the community on non-essential traditional services may need to be more targeted in nature.

Importance (4,5)	2021 (n~789)	Age				Gender		Ward		
		18-34 (n~239)	35-49 (n~190)	50-64 (n~185)	65+ (n~175)	Male (n~373)	Female (n~416)	North (n~261)	Central (n~256)	South (n~265)
Community health	94%	94%	97%	91%	94%	93%	95%	93%	96%	92%
Roads & paths	94%	92%	94%	95%	94%	93%	94%	93%	94%	94%
Waste & recycling	93%	90%	92%	96%	96%	92%	94%	93%	96%	91%
Parks & gardens	91%	85%	92%	92%	97%	91%	91%	92%	94%	87%
Environmental health	87%	86%	88%	84%	90%	86%	87%	85%	87%	87%
Parking	87%	87%	85%	88%	88%	86%	88%	86%	87%	89%
Pets & animal	79%	87%	80%	76%	68%	75%	81%	78%	76%	81%
Age & disability	78%	76%	74%	79%	83%	76%	79%	78%	78%	78%
Sport & recreation	77%	77%	83%	81%	67%	78%	76%	80%	76%	74%
Libraries & hubs	73%	66%	73%	76%	79%	66%	79%	75%	77%	67%
Planning & building	71%	68%	74%	73%	70%	74%	69%	68%	74%	71%
Youth services	70%	79%	80%	66%	50%	70%	70%	70%	69%	71%
Business services	64%	63%	69%	65%	60%	64%	64%	65%	63%	65%
Pools & splash parks	64%	60%	76%	70%	51%	61%	67%	66%	63%	62%
Child health & parenting	63%	77%	72%	59%	38%	57%	68%	67%	56%	66%
Childcare, play & learning	63%	75%	72%	57%	40%	59%	65%	64%	56%	66%
Visual & performing arts	54%	53%	55%	49%	58%	47%	59%	49%	61%	51%

Green shading denotes 90% or higher importance (4-5)

Red shading denotes 60% or lower importance (4-5)

Green and red figures denote statistically significantly higher and lower results within the demographic group, respectively

Outdoor and nature-related services showed widespread satisfaction

- but, regardless of demographic group, few appear satisfied with roads, paths and parking

3.3 Satisfaction with Council services in 2021 - by demographic sub-groups

Across all cohorts, satisfaction with services was highest for *parks and gardens* and *sports and recreation facilities*, with *libraries and community hubs* also performing well across most sub-groups. Satisfaction with *roads and paths* and *parking* (both of which are important services) were low in each cohort.

Overall it appears that satisfaction with Council services were relatively better on the services with mid-to-low importance to residents. Exceptions to this were in regards to *planning and building* which had low satisfaction in all cohorts aged 35 years and older (more likely home owners).

Findings suggest that generational differences in satisfaction exists with older residents 65 years plus tending to be the most satisfied with the services followed by younger aged 18-34 years and with family stage residents (35-64 years) being less satisfied.

However, exceptions exist and further exploration of satisfaction amongst the users of different Council services should be considered.

Order shown is descending Importance (for ease of cross referencing)	Satisfaction (4,5)	2021 (n~681)	Age				Gender		Ward		
			18-34 (n~218)	35-49 (n~170)	50-64 (n~158)	65+ (n~135)	Male (n~326)	Female (n~354)	North (n~226)	Central (n~217)	South (n~232)
	Community health	66%	70%	61%	58%	75%	68%	64%	66%	71%	63%
	Roads & paths	39%	43%	34%	37%	41%	38%	39%	36%	41%	39%
	Wate & recycling	57%	61%	47%	53%	68%	58%	56%	57%	56%	58%
	Parks & gardens	81%	76%	80%	83%	87%	79%	83%	79%	84%	81%
	Environmental health	59%	61%	51%	56%	68%	58%	60%	60%	57%	59%
	Parking	30%	31%	29%	25%	34%	30%	30%	29%	30%	30%
	Pets & animal	69%	74%	65%	69%	65%	65%	72%	66%	72%	69%
	Age & disability	65%	65%	65%	60%	73%	69%	62%	66%	66%	65%
Sport & recreation	78%	77%	78%	78%	80%	80%	77%	81%	80%	74%	
Libraries & hubs	74%	71%	75%	69%	81%	71%	76%	75%	71%	74%	
Planning & building	45%	62%	39%	33%	41%	43%	46%	45%	40%	49%	
Youth services	50%	55%	51%	46%	41%	52%	48%	49%	49%	52%	
Business services	54%	61%	51%	43%	59%	51%	57%	53%	53%	55%	
Pools & splash parks	65%	71%	68%	58%	60%	61%	70%	65%	64%	66%	
Child health & parenting	73%	73%	75%	73%	63%	69%	76%	77%	68%	73%	
Childcare, play & learning	71%	72%	74%	70%	64%	71%	72%	76%	69%	68%	
Visual & performing arts	61%	62%	61%	54%	67%	55%	66%	62%	62%	58%	

Order shown is
descending
Importance (for
ease of cross
referencing)

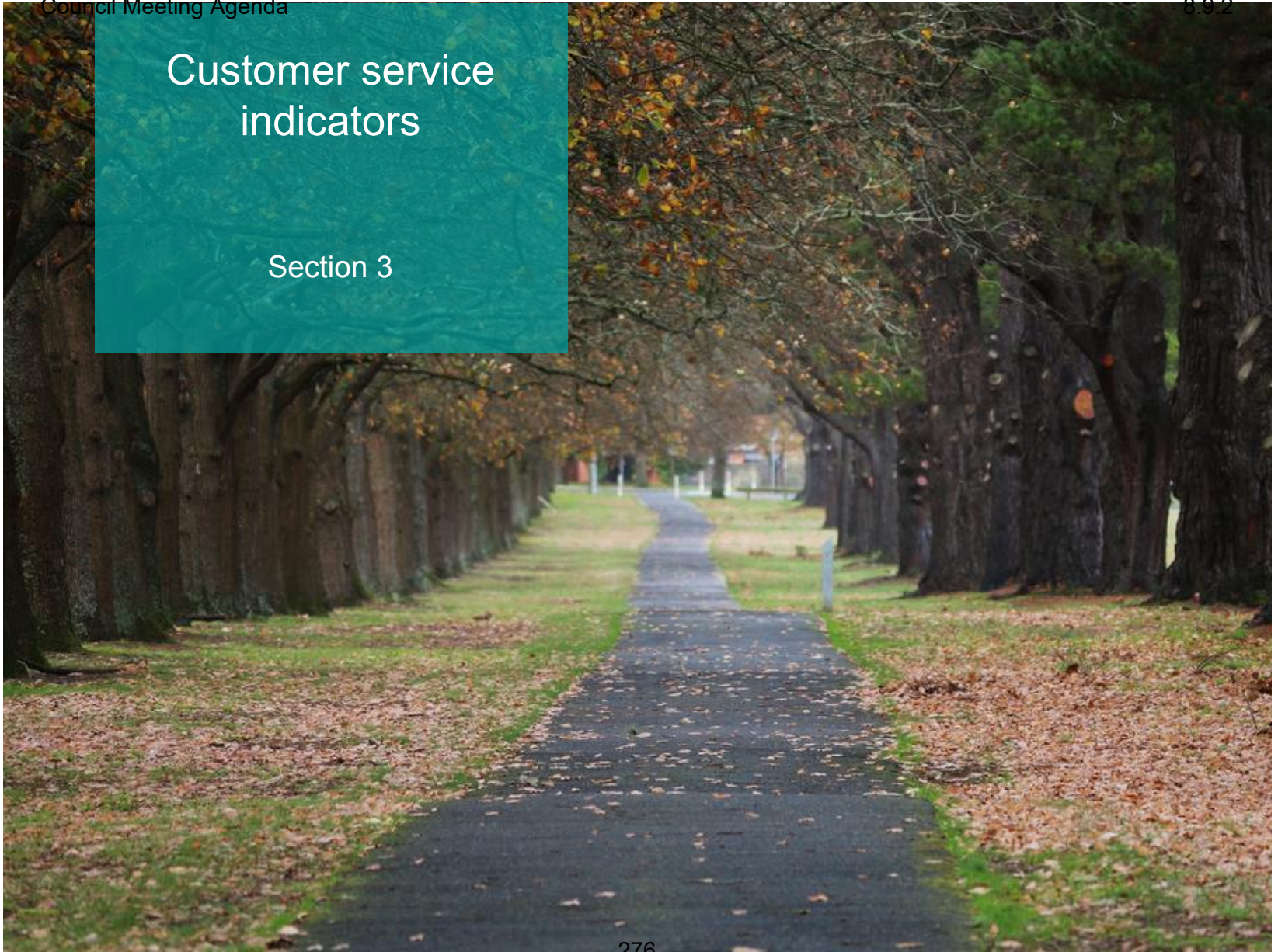
Green shading denotes 70% or higher satisfaction (4-5)

Red shading denotes 50% or less satisfaction (4-5)

Green and red figures denote statistically significantly higher and lower results within the demographic group, respectively

Customer service indicators

Section 3



Improved level of service provided in the past 12 months

- reduced incidence of contact was seen which may have been due to COVID-19

2.1 Contact with Council in past 12 months and rating of service performance

Contact with Council

Overall, in 2021, the instance of residents having had contact with Council in past 12 months was 39%. This was statistically significantly less than 46% in 2019 (however, the reduction may have been influenced by COVID-19).

In 2021, the incidence of contact was similar across demographic sub-groups, the exceptions being lower contact for 18-34 y.o. and South ward residents (28% and 32% respectively) and higher contact for 35-49 y.o. and Central ward residents (each at 45%).

Performance rating of service – most recent contact

Overall, rating of service provided at most recent contact was very positive with 80% rating this as very good (49%) or good (31%) and with a mean score of 4.2 out of 5 and an Index score of 79.5. These results are an improvement on those seen in 2018 and 2019.

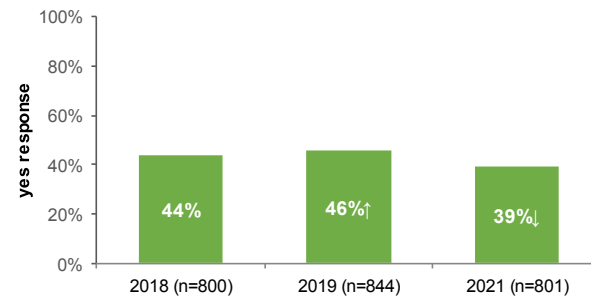
Regarding demographic sub-groups (see next page), residents aged 18-34 were the most positive towards their most recent contact with Council whereas those aged 65 plus were the least positive. Females also showed somewhat better ratings than males and South ward residents stood out as the happiest with Council's customer service compared to those living in other areas.

Implications:

These findings suggest that whilst the incidence of having contact with Council in past 12 months may have declined the service provided improved. This is a positive. Despite this, some sub-groups appear to have been disappointed in service and further exploration outside scope of this report is suggested.

(Note: Reasons for contact were captured as part of the survey. As requested by Council this is not reported on but included in data files for Council to assess)

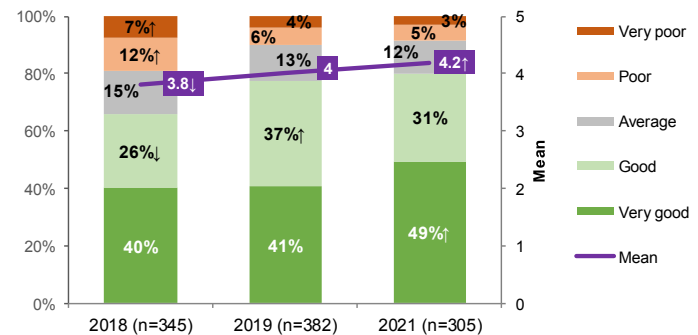
Had contact with Council in the past 12 months



Customer service - Index score

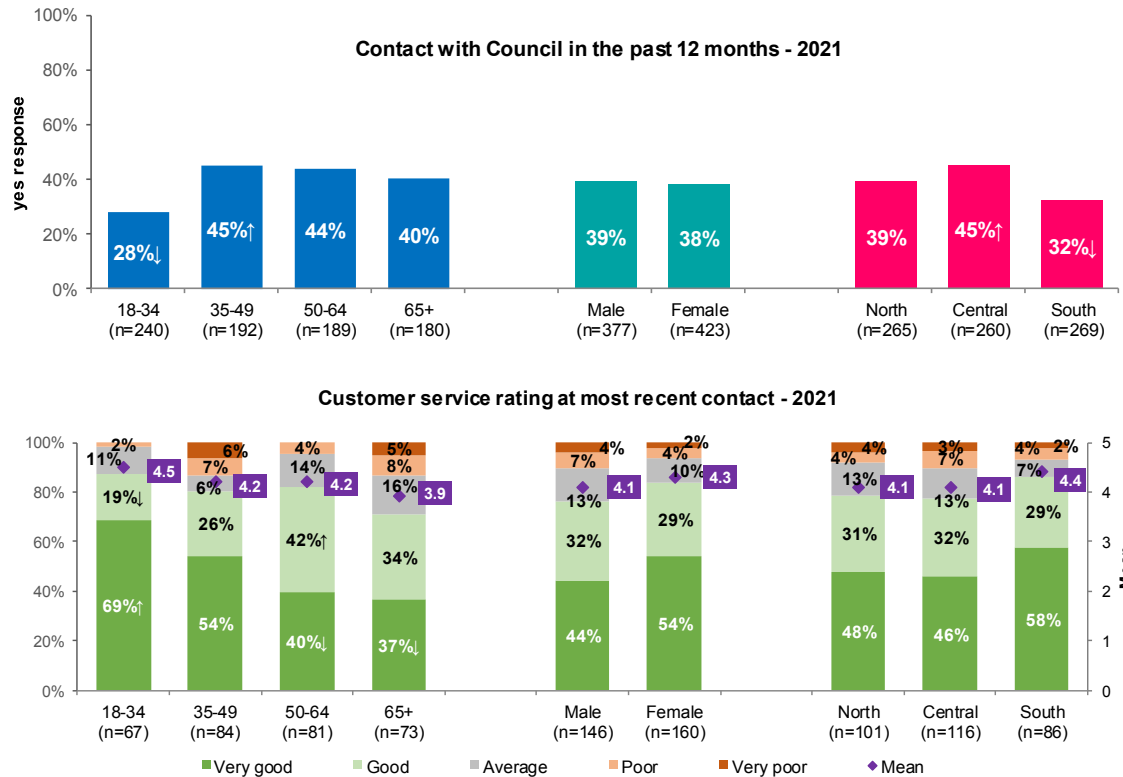


Customer service rating at most recent contact



Q19. Have you had any contact with the Ballarat Council over the last 12 months?
Q20. Thinking of the most recent contact, please rate Ballarat City Council's customer service (that is how the service was provided NOT the outcome). Was it Very good, Good, Average, Poor or Very Poor?

2.1 Contact with Council in past 12 months and rating of service performance....continued



Channels of contact used were in line with resident preference

- telephone dominant followed by email and in-person (latter two show generational skews)

2.2 Method of contact used and preferred method

Methods of contact used and preferred Overall

Overall, there was a reasonably high level of alignment between the channels used to contact Council in 2021 and the methods preferred by residents: with telephone the most common used (and preferred) by approximately 2 in 3.

Telephone was followed by email and in-person contact at Council offices/facilities (by approximately 1 in 5 for users) and with some potential appearing to increase the use of each with preference somewhat higher for each.

(Note that it is possible that COVID -19 reduced the incidence of in-person contact.)

Differences by demographic sub-groups (see next page)

Demographic differences in use and preference of channels is primarily generationally driven, with:

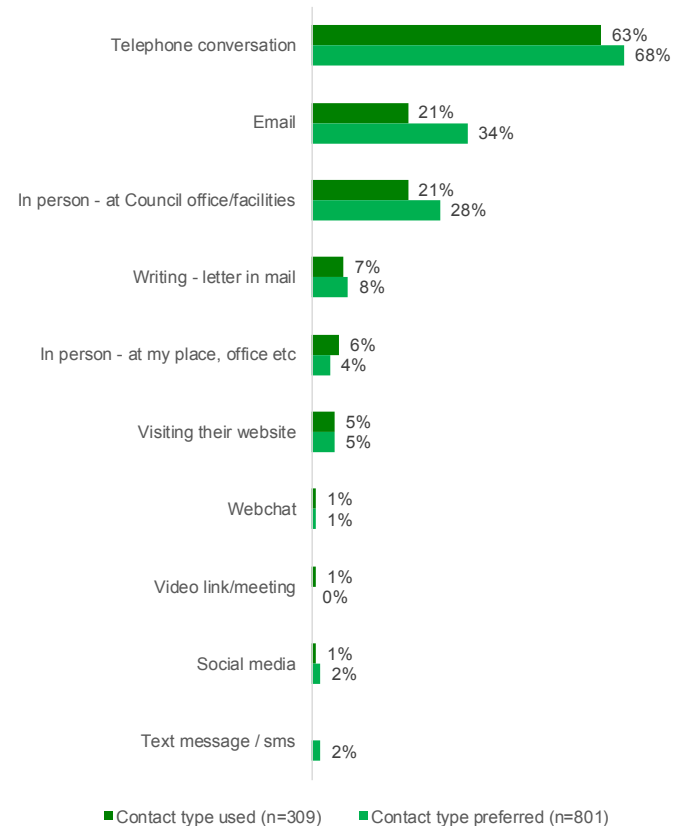
- Telephone use and preference being reasonably consistent across age groups
- Email use was higher among males and 35-49 y.o. residents and preference was considerably stronger by those under 50 years and declined with age
- Preference for in-person contact increased with age and was most pronounced amongst residents over 65 years of age

Implications:

These findings suggest that the range of channels available and used by customers aligns with the mix of channels preferred by residents, with telephone, in person and email being the dominant channels used and preferred.

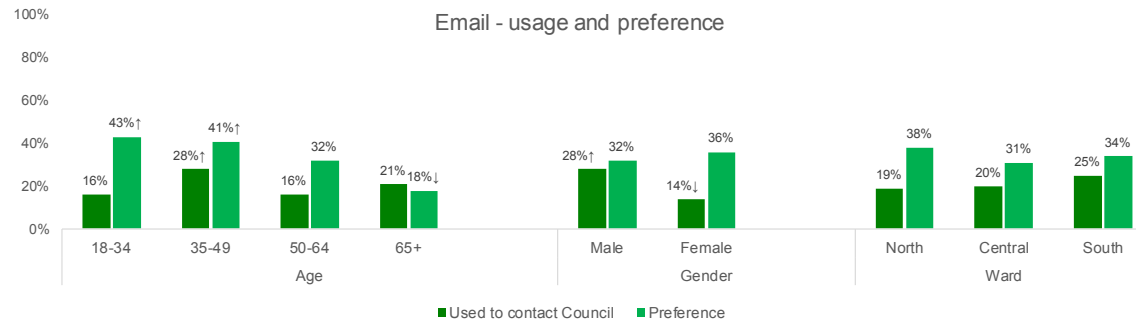
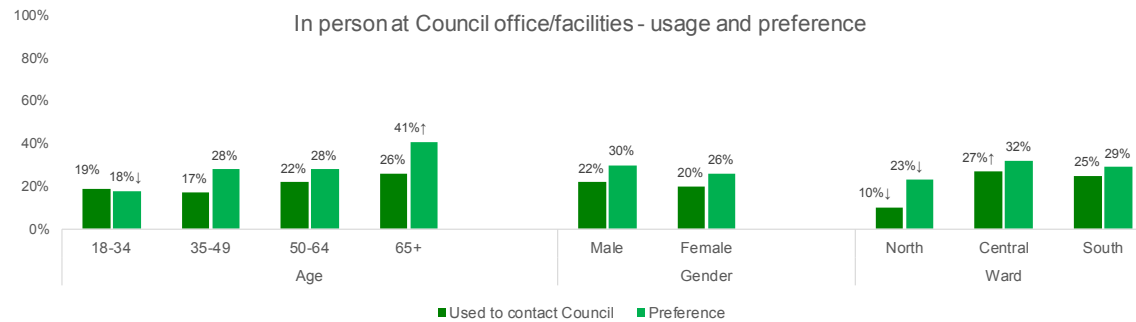
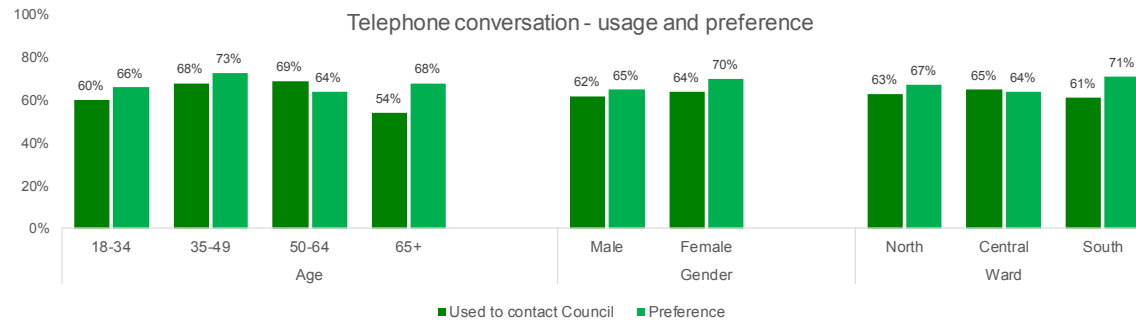
Whilst telephone is most popular in all cohorts and appears in balance, scope likely exists to increase email as a channel amongst younger aged residents – but equally for older aged cohorts, face-to-face contact remains the preferred method.

Method of contact had and preferred - 2021



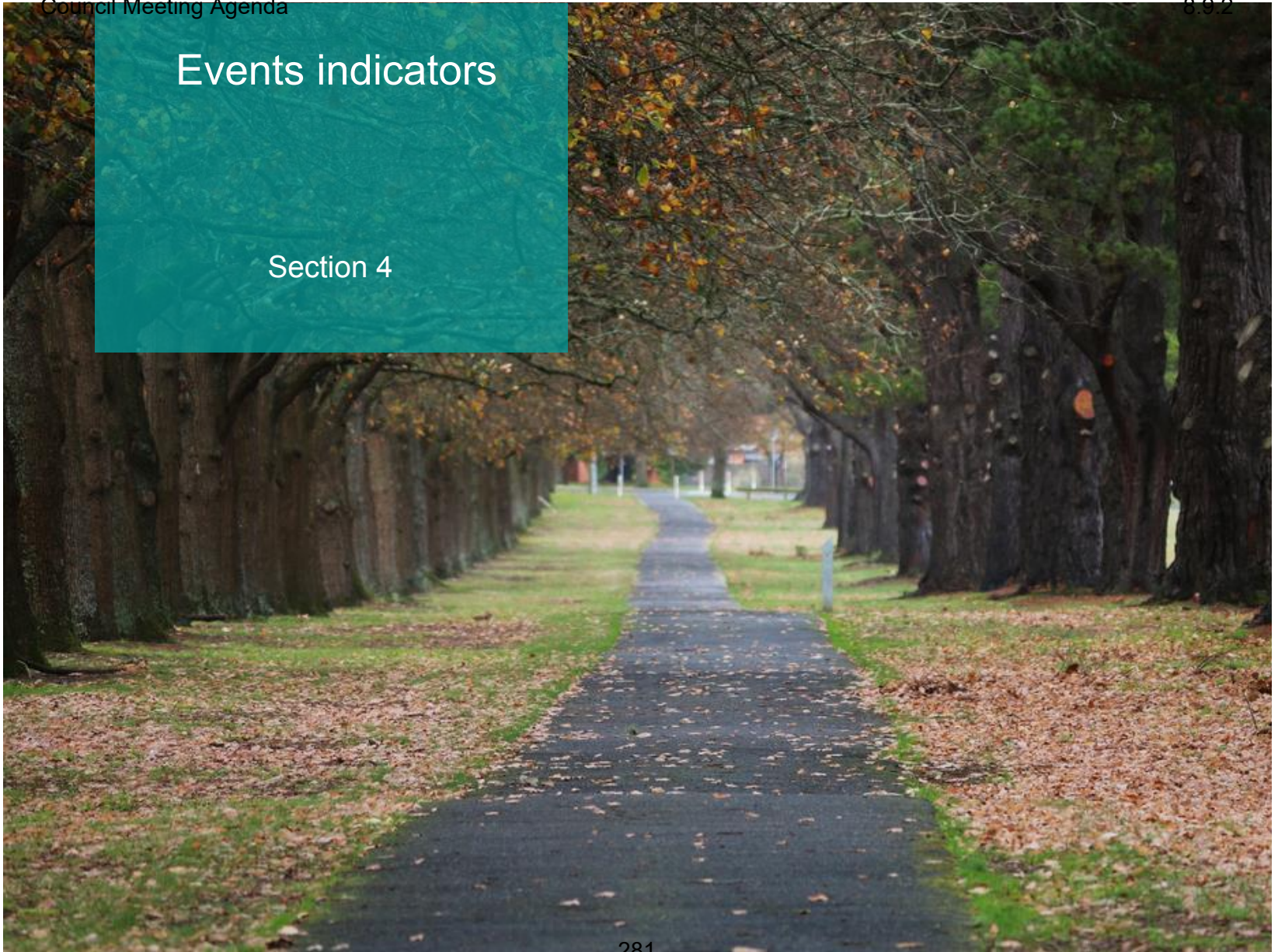
Q19a. How did you have contact with Ballarat Council in the past 12 months?
 Q19d. In what ways would you prefer to have contact with Ballarat City Council?
 0% represents n=1
 'Don't know', 'Other' and 'Prefer no contact' responses not shown on chart

2.2 Method of contact used and preferred method....continued



Events indicators

Section 4



Residents possess high awareness of Council events and are highly likely to recommend them to others outside the area

4.1 Awareness of Council events and likelihood to recommend

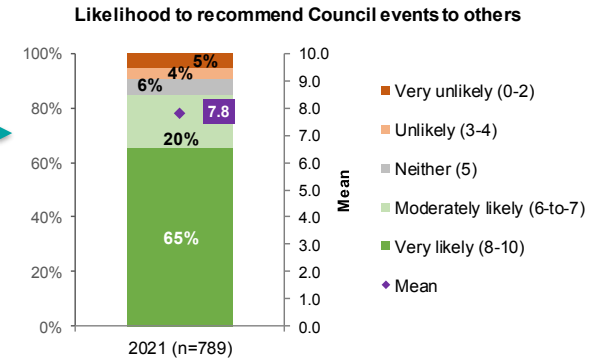
99%

Almost universal awareness of Council events

(such as Begonia Festival, Ballarat Winter Festival, Heritage Festival, Summer Sundays, Christmas decorations and activities and ANZAC Day events)

Likelihood to recommend Council events to others

Amongst those aware of Council events, 65% were highly likely to recommend these events to friends or family living outside of the Ballarat area (with a further 20% moderate likely to do so).



Variances by Demographics

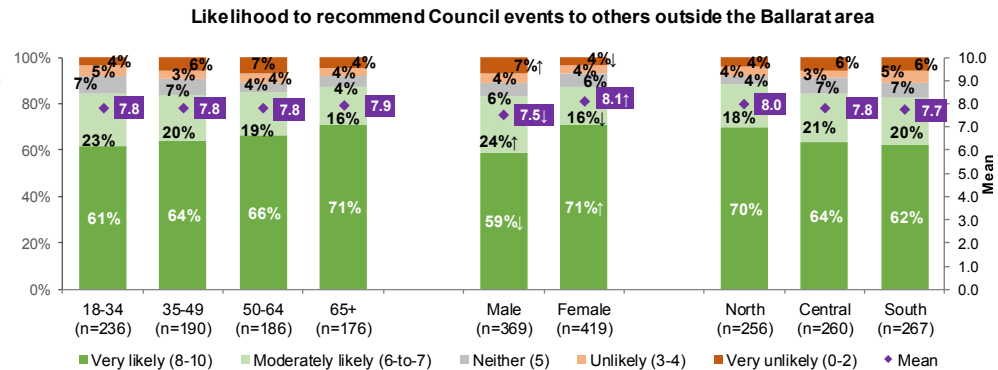
Likelihood to recommend Council events was high in all sub-groups, with the only statistically significant difference being higher propensity to do so among female residents.

Implications:

Results suggest residents are aware of Council delivering community events and based on their likelihood to recommend to others are supportive of Council doing so.

(Note results can not be attributed to any one or series of events and further investigation would be required to answer this)

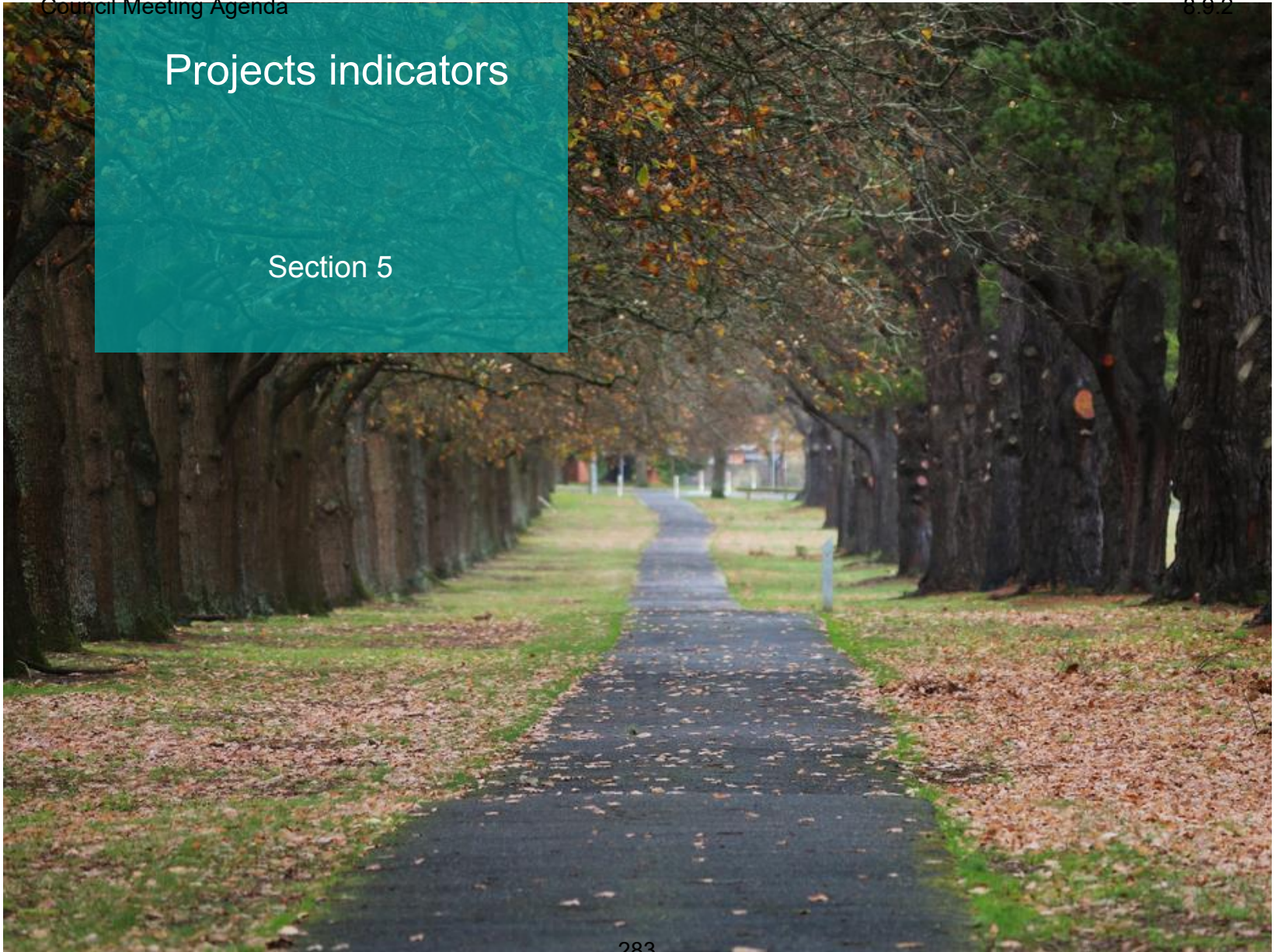
(Note: Type of events respondents would like Council to deliver was asked (Q4N21) as part of the survey. As requested by Council this is not reported on but included in data files for Council to assess)



Q2N21. Are you aware that Ballarat City Council deliver various events to the community (such as Begonia Festival, Ballarat Winter Festival, Heritage Festival, Summer Sundays, Christmas decorations and activities and ANZAC Day events)
Q3N21. And on a scale from 0 to 10 where 0 is 'Very Unlikely' and 10 is 'Very Likely', how likely would you be to recommend any Ballarat City Council events to friends or family who live outside of the Ballarat area?

Projects indicators

Section 5



Awareness of Mars Stadium & Her Majesty's Theatre projects may have peaked - awareness of other projects appear in need of support

5.1 Awareness of Council projects

Overall awareness 2021

Overall, 96% of respondents were aware of at least one of the Council projects surveyed.

Highest awareness was for Mars Stadium followed by Her Majesty's Theatre Upgrade (84% and 80% respectively).

The least familiar project (with only 1 in 5 aware) was Warrenheip Streetscape Project – Buninyong.

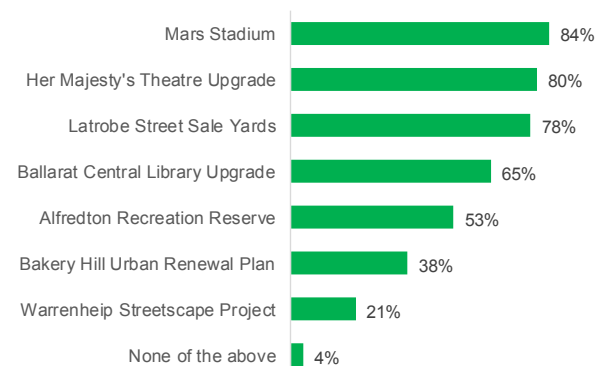
Variances by demographics

By age: Older 65 years plus tended to be most aware and 18-34 the least aware.

By gender: few variances with only one statistically significant – where males were more aware of the Bakery Hill project than females

By location: variances did arise and consideration needs to be given as to localities for each project (outside scope of current reporting).

Prompted awareness of Council projects



2021 (n=801)

Prompted awareness of Council projects	18-34 (n=240)	35-49 (n=192)	50-64 (n=189)	65+ (n=180)	Male (n=377)	Female (n=423)	North (n=265)	Central (n=260)	South (n=269)
Mars Stadium	80%	88%	84%	85%	86%	82%	89%	81%	84%
Her Majesty's Theatre Upgrade	68%	72%	91%	91%	77%	82%	77%	84%	77%
Latrobe Street Sale Yards	76%	75%	82%	81%	80%	77%	77%	78%	79%
Ballarat Central Library Upgrade	59%	61%	67%	74%	63%	66%	66%	69%	60%
Alfredton Recreation Reserve	41%	56%	60%	60%	56%	51%	60%	51%	50%
Bakery Hill Urban Renewal Plan	26%	35%	43%	52%	42%	35%	33%	45%	37%
Warrenheip Streetscape	24%	18%	21%	19%	22%	20%	15%	20%	27%
None of the above	6%	3%	2%	3%	3%	4%	3%	4%	4%

Comparisons to historical awareness research

Whilst not displayed in charts, only the two most recalled projects were previously included in similar research, where awareness of Mars Stadium in 2018 was 73% (therefore increase of 11%) and Her Majesty's Theatre in 2019 was 80% (on par with current levels).

Given the relatively limited increase for Mars Stadium and no increase for Her Majesty's Theatre Upgrade suggests either that awareness of these have hit a ceiling and/or new or increased communications are needed.

Implications:

Results suggest there is high awareness of Mars Stadium and Her Majesty's Theatre upgrade projects and that these may have hit a ceiling. Given this consideration could be given to put further focus to enhance awareness of other projects. Relatively lower awareness by younger aged residents suggests that communications may not be appropriately reaching and/or the relevance of these projects to younger cohorts is lacking (see next section on the importance of major projects)

Q5N21 Council undertakes numerous projects across the city. Which of the following Council projects are you aware?

Generational differences exist for major project importance/satisfaction

- older residents place highest importance but also have the lowest satisfaction
- younger aged cohorts appear less engaged with major projects

5.2 Importance and satisfaction with Council performance on major projects

Overall Importance of and satisfaction with Council performance with major projects

Overall major projects such as those listed previously are **quite important** to the community with 71% rating as very important (4 or 5) and whilst 20% were indifferent, only 9% stated not important (1 or 2)

Satisfaction with Council performance in contrast was generally **modest** with just over half (51%) very satisfied (4 or 5), with 32% indifferent and 17% dissatisfied (1 or 2).

Variances by Demographics (see next page)

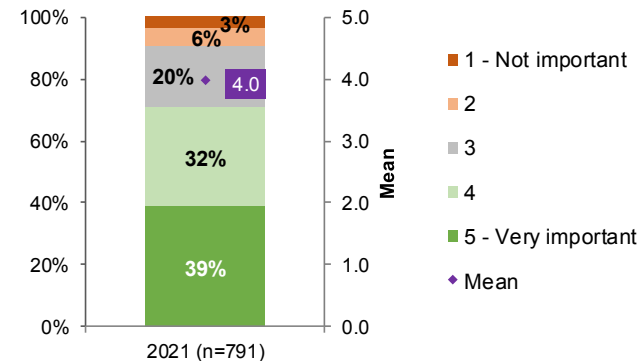
Little variance existed in importance of and satisfaction with Council performance on major projects by either gender or ward in 2021.

Generational differences did present themselves, however, with importance of major projects increasing with age and satisfaction declining with age. This pattern suggests that expectations towards major projects are notably higher among older residents.

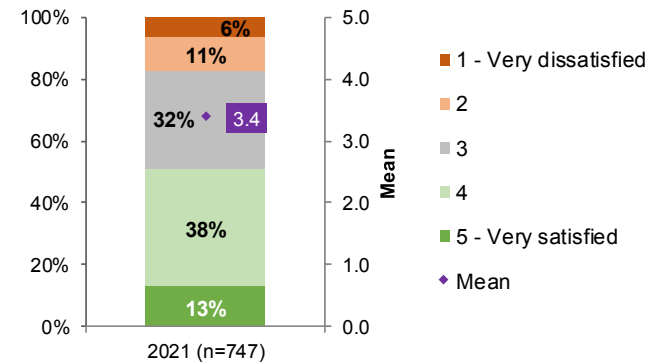
Implications:

Results suggest that major projects are more relevant to older cohorts and that younger aged residents may not be as engaged. As such, the relevance of these projects could be better defined for this younger cohort.

Importance of Council projects



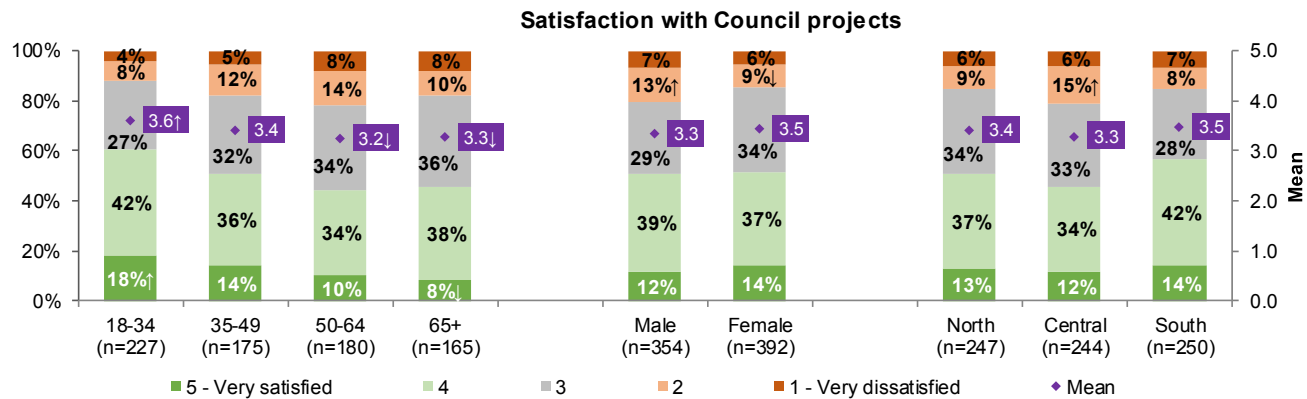
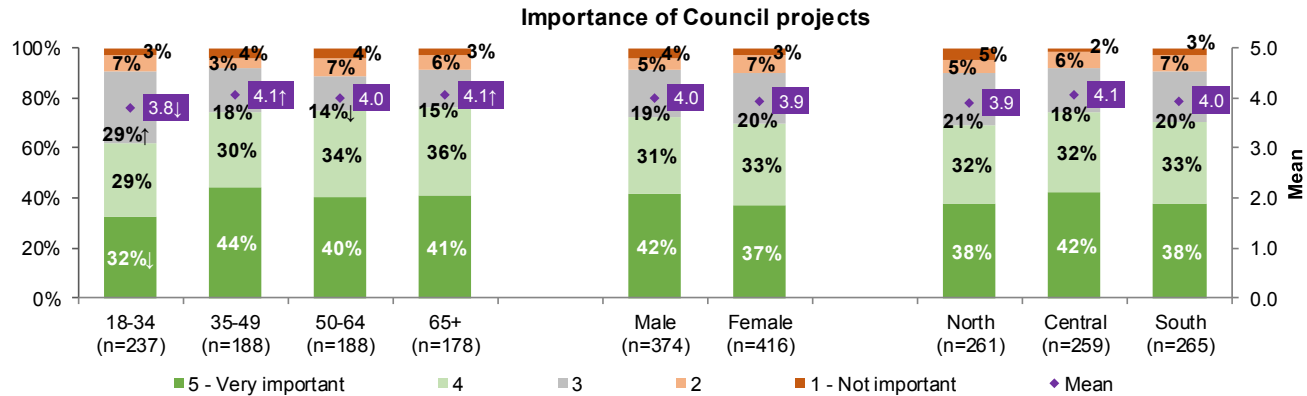
Satisfaction with Council projects



Q6N21. On a scale where 1 is 'Not important' and 5 is 'Very important', overall how important are projects such as these to you?

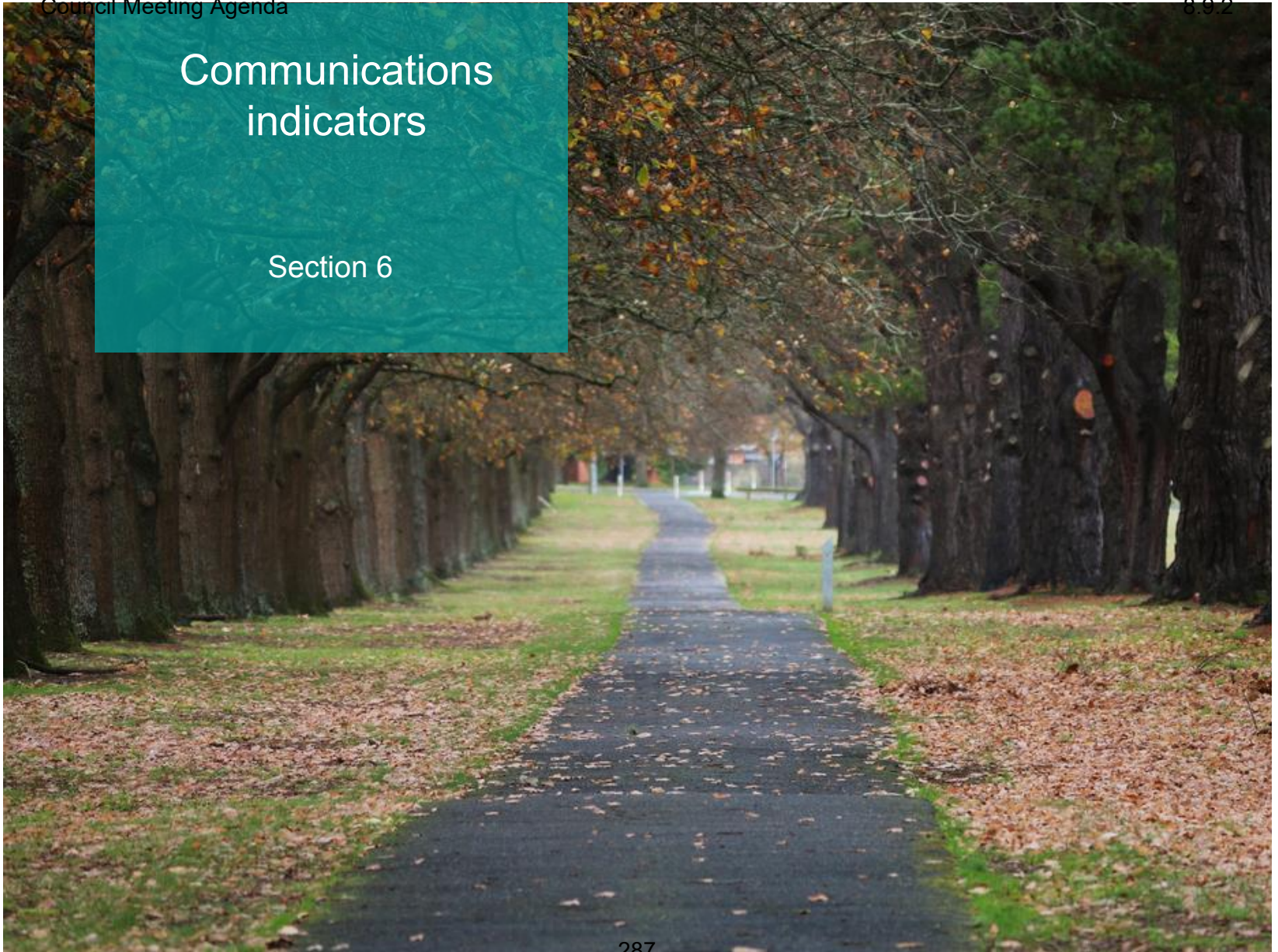
Q7N21. And on a scale where 1 is 'Very dissatisfied' and 5 is 'Very satisfied', overall how satisfied are you with how Council performs on major projects such as these?

5.2 Importance and satisfaction with Council performance on major projects....continued



Communications indicators

Section 6



Satisfaction with how Council communicates was moderate and consistent across demographics despite younger residents having lower recall of communications

6.1 Recall and satisfaction with how Council communicates

74%

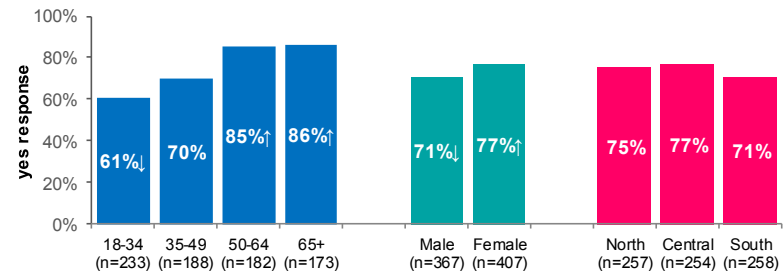
Recall Council Communications

(receiving, seeing, reading, hearing ANY information about Council activities, projects, services or events through any means in the past 12 months)

Variances by demographics

- Recall of communications increased with age and was statistically significantly higher by those 50 and over and lower among those under 35
- Recall was higher among females than males

Recall of any information about Council activities/projects/services/events



Satisfaction with how Council communicates

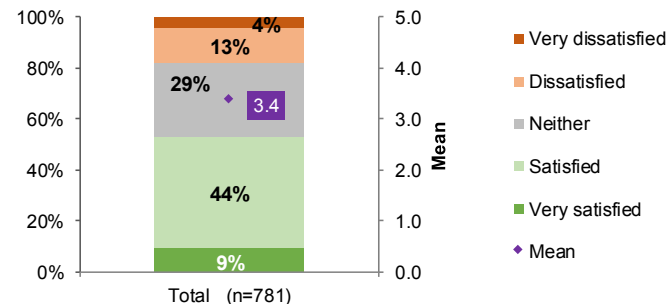
At the total sample level, residents were only moderately satisfied with how Council communicates, with 53% either satisfied (44%) or very satisfied (9%) and 17% dissatisfied or very dissatisfied.

(refer next page for differences by demographics)

Implications:

The lower level of recall by younger aged cohorts suggests that either Council is not communicating with younger aged as they do to other generations or that the communications are not resonating to the same extent.

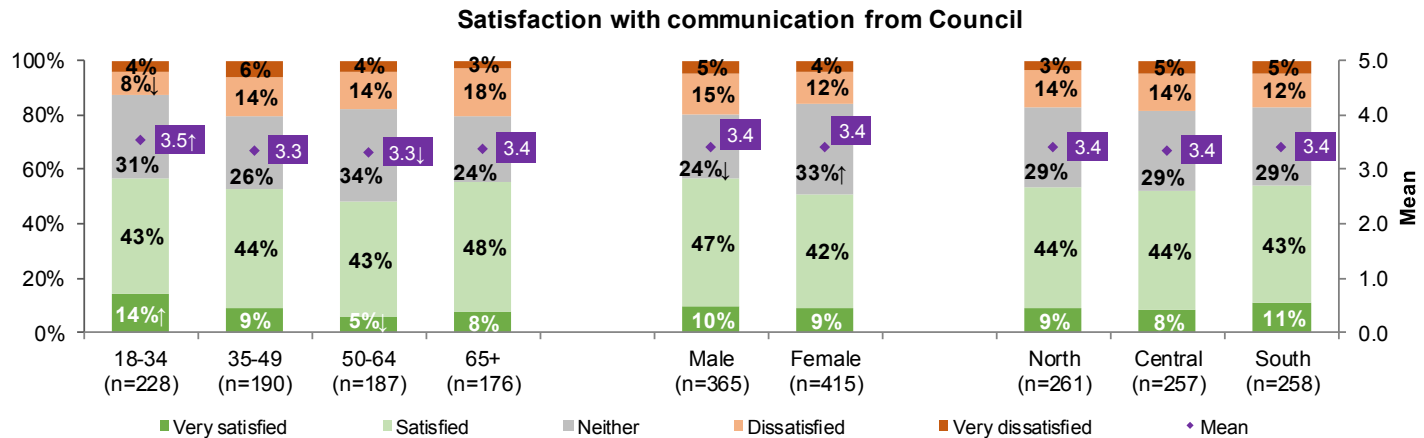
Satisfaction with communication from Council



6.2 Satisfaction with how Council communicates – by demographics

Variances in satisfaction with communications by demographics

Satisfaction levels with Council communications were reasonably consistent across demographic sub-groups



Communication preferences were largely in line with recall/usage

- exceptions concerned the local newspaper and emails to residents

6.3 Channels of communication recalled and channels preferred

Communication channels recalled (used) and preferred

- In 2021, communication preferences were largely in line with communications received or otherwise accessed, with the only notable exceptions being:
 - A higher level of preference for emails being sent to residents (19%) than what actually occurred (3%)
 - A lower level of preference for the local newspaper (26%) than what actually occurred (39%)

Variances in channels used and preferred by demographic sub-groups (see next page)

A review of channels used and preferred by demographics showed a high degree of alignment between channels used and preferred by demographic sub-groups and with the main gap concerning higher preference for email communications than what actually occurred.

Variances by demographic sub-group for usage and preference were primarily generational in nature:

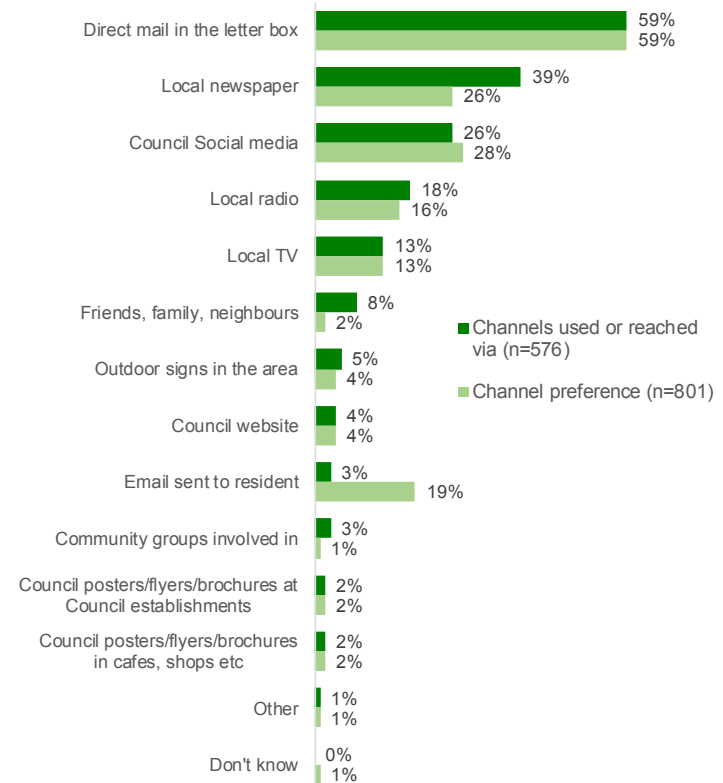
- Direct mail and the local newspaper increased with age
- Social media and email decreased with age

Local radio and local television, whilst modest in all cohorts, was reasonably consistent across age groups

Implications:

Lower recall of Council communications among younger residents, to whom email and social media more appeal to, suggests that Council could improve their communications in the digital space, and although direct mail will remain key to reach the general community going forward, consideration should be given to the local newspaper in its current form due to its lower level of preference compared to actual usage.

Communications channels recalled & preferred - 2021



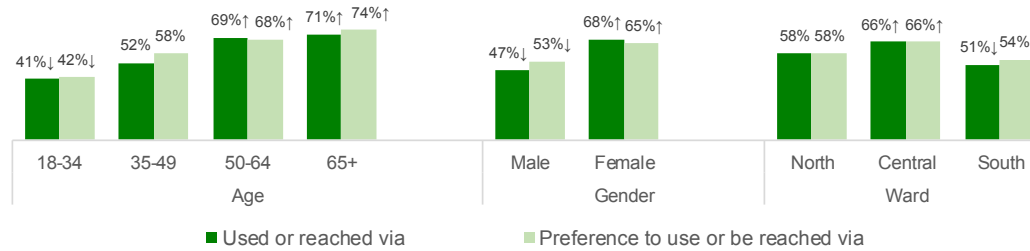
Q10N21 Where do you recall seeing, reading, or hearing information about Council activities, projects, services or events in the past 12 months?

Q11N21 In what ways would you prefer to receive information about Council activities, projects, services or events? Only showing comparable attributes on chart between Q10N21 and Q11N21

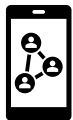
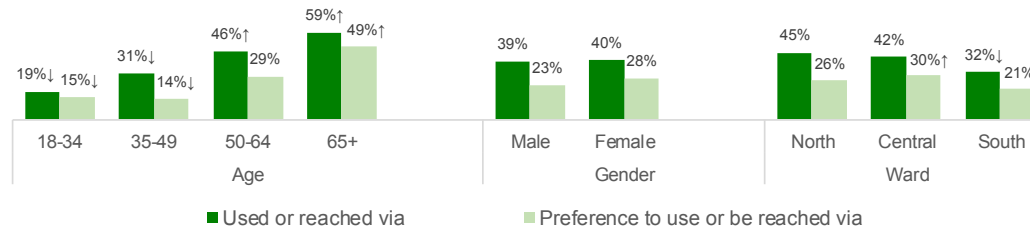
6.3 Channels of communication recalled and channels preferred by demographics...continued



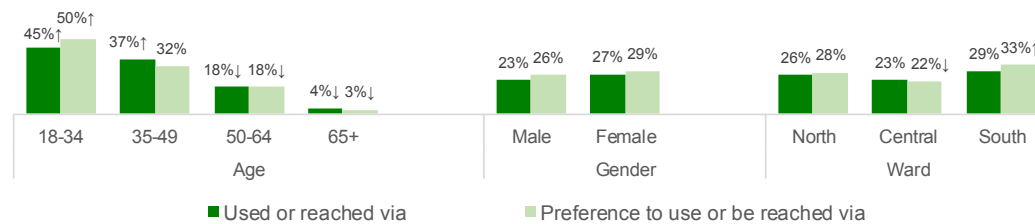
Direct mail in the letter box - usage and preference



Local newspaper - usage and preference

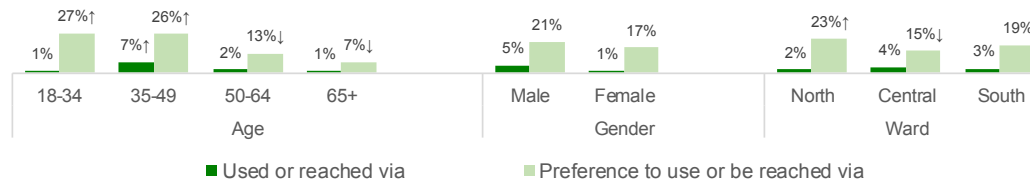


Council social media - usage and preference

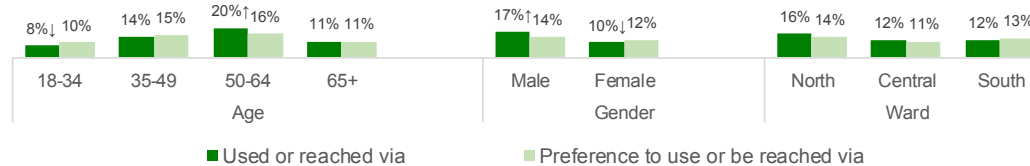


6.3 Channels of communication recalled and channels preferred by demographics...continued

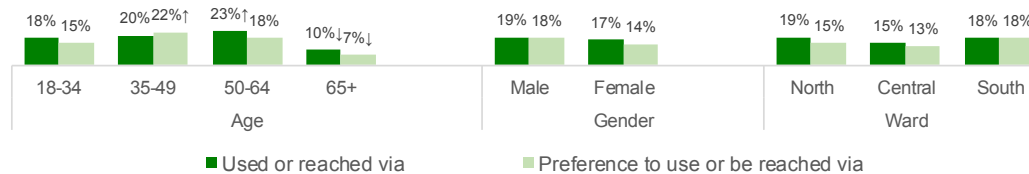
Email sent to resident - usage and preference



Local TV - usage and preference



Local radio - usage and preference



Governance, leadership and corporate metrics

Section 7



Some slippage in perceptions of Council performance

- Perceptions generally better among younger aged residents and declined with age
- Reasons for generational differences likely warrant further exploration

7.1 Governance, leadership and corporate metrics

In 2021 (see opposite)

Council was perceived to perform best on *response to COVID-19*, with 81% rating either good or very good and with only 5% poor or very poor (for a mean of 4.1 and an Index score of 78.0)

This was considerably higher than other measures, with next best being service performance overall at 59% very good/good and 10% poor/very poor (with a mean of 3.6 and an Index score 65.2).

Lowest rated was *the condition of sealed roads* at 42% very good/good and 31% poor or very poor (for a mean of 3.1 and an Index score 51.5).

Changes over time: (see next page)

Excluding *Council's response to COVID-19* (which was only measured in 2021) and *Performance of current Councillors* (which remained largely stable), declines were seen in each other governance, leadership and corporate metric versus prior years, with reduced good/very good and increased poor/very poor ratings, with statistically significant changes seen for:

- City of Ballarat's service performance overall
- Community consultation and engagement
- Condition of sealed roads in the area

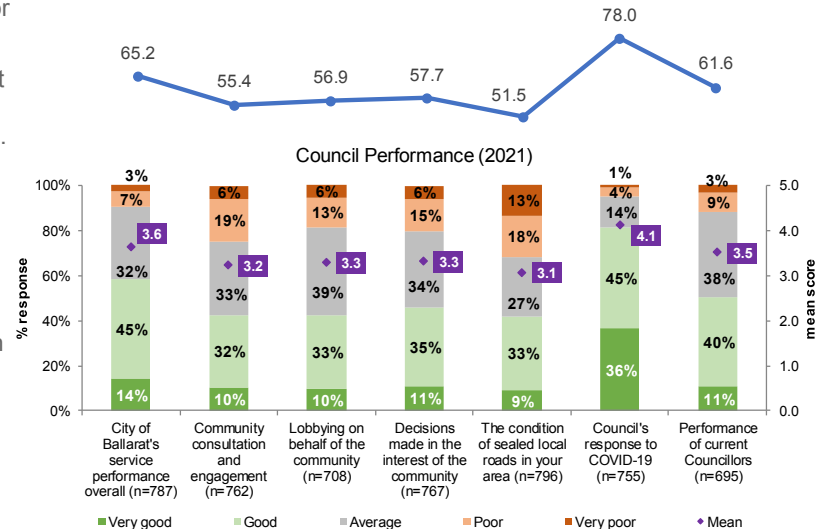
Variances by demographic sub-group (2021) (see page 51)

Perceptions of Council performance were reasonably similar by gender and by ward.

Younger residents (18-34 years) tended to be most positive, with perceptions declining with age on most aspects measured.

The exception to the above was on *condition of local roads* which was rated the highest by older aged 65 years plus residents.

Council Performance - Index score (2021)

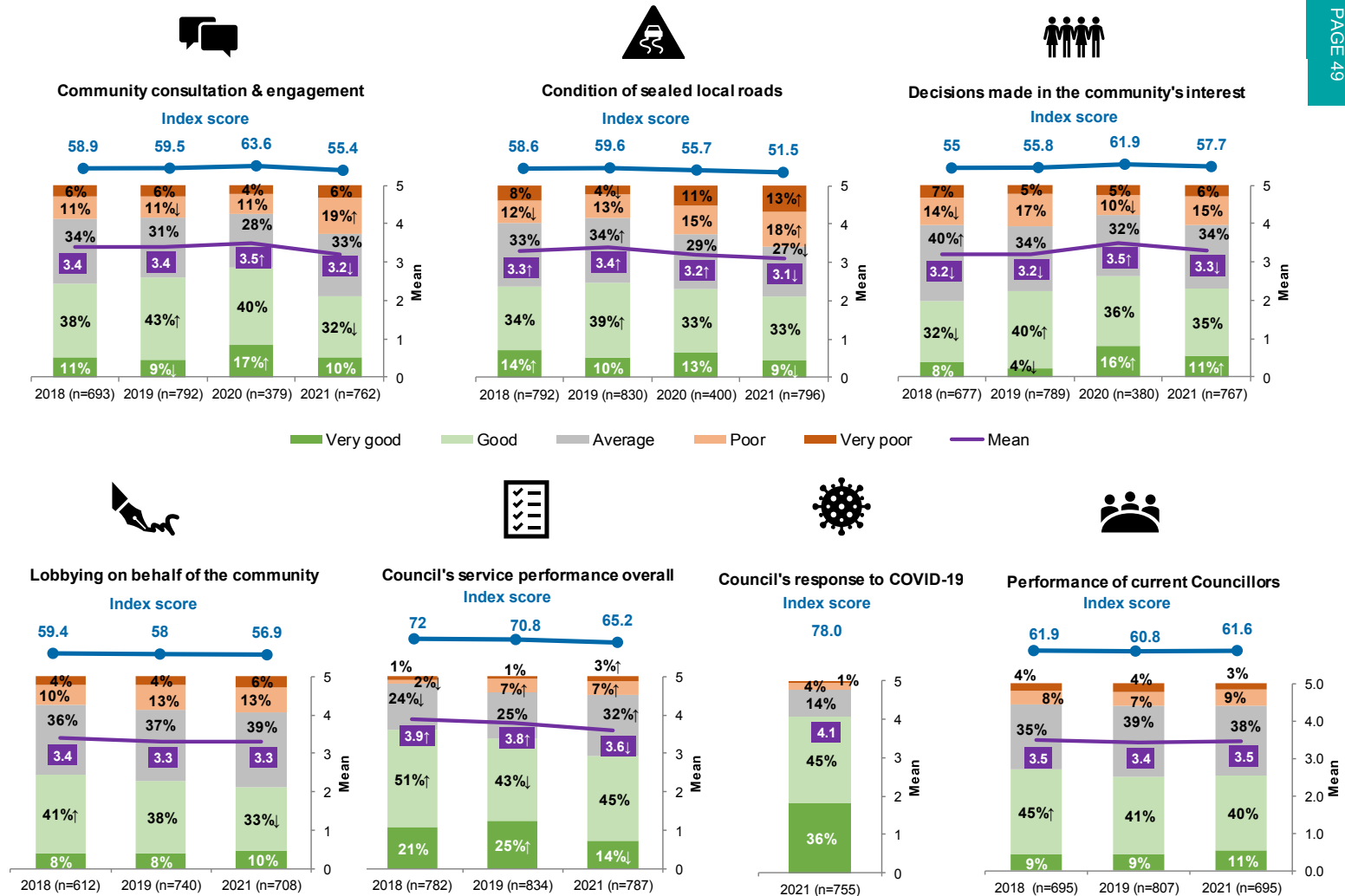


Implications:








Slippage in perceptions of Council performance appears to have resulted. These may be linked to issues Council has faced in recent times (outside scope of study).

Demographic differences in perceptions of Council's consultation and decision-making in the interest of the community and the declines by age likely warrant further investigation to assess contributing factors.

7.1 Governance, leadership and corporate metrics over time



7.1 Governance, leadership and corporate metrics (2021) by demographics

		Age				Gender		Ward		
		18-34 (n~230)	35-49 (n~181)	50-64 (n~176)	65+ (n~166)	Male (n~357)	Female (n~395)	North (n~248)	Central (n~246)	South (n~252)
	City of Ballarat's service performance overall	Very good	19%	14%	12%	10%	13%	15%	14%	15%
		Good	48%	43%	42%	45%	46%	43%	44%	44%
		Average	28%	31%	36%	33%	29%	34%	34%	31%
		Poor	5%	8%	8%	9%	8%	6%	7%	8%
		Very poor	1%	4%	3%	3%	3%	2%	2%	4%
		Mean	3.8	3.6	3.5	3.5	3.6	3.6	3.6	3.5
	Community consultation and engagement	Very good	17%	12%	7%	4%	11%	10%	10%	10%
		Good	38%	34%	25%	30%	31%	33%	34%	31%
		Average	29%	29%	36%	37%	32%	33%	35%	28%
		Poor	12%	18%	23%	24%	16%	21%	16%	23%
		Very poor	4%	7%	10%	5%	9%	4%	5%	8%
		Mean	3.5	3.3	3	3.1	3.2	3.2	3.3	3.1
	Lobbying on behalf of the community	Very good	15%	11%	6%	3%	10%	9%	9%	10%
		Good	38%	32%	28%	32%	33%	33%	35%	27%
		Average	34%	35%	41%	47%	36%	41%	37%	40%
		Poor	10%	16%	17%	12%	14%	13%	12%	18%
		Very poor	3%	6%	8%	7%	7%	4%	7%	6%
		Mean	3.5	3.3	3.1	3.1	3.2	3.3	3.3	3.2
	Decisions made in the interest of the community	Very good	18%	12%	6%	6%	13%	10%	8%	12%
		Good	37%	36%	32%	34%	33%	36%	39%	29%
		Average	30%	28%	39%	39%	31%	36%	32%	35%
		Poor	9%	19%	17%	16%	15%	14%	16%	16%
		Very poor	6%	6%	7%	5%	8%	4%	5%	8%
		Mean	3.5	3.3	3.1	3.2	3.3	3.3	3.3	3.2
	The condition of sealed local roads in the area	Very good	12%	10%	7%	6%	11%	7%	10%	8%
		Good	30%	31%	31%	41%	35%	31%	32%	35%
		Average	23%	24%	28%	33%	23%	29%	25%	31%
		Poor	22%	17%	20%	12%	15%	21%	19%	18%
		Very poor	13%	19%	14%	7%	15%	11%	14%	9%
		Mean	3	3	3	3.3	3.1	3	3	3.1
	Council's response to COVID-19	Very good	46%	41%	30%	24%	36%	37%	37%	31%
		Good	40%	44%	44%	54%	45%	45%	46%	45%
		Average	10%	12%	19%	15%	15%	13%	11%	18%
		Poor	3%	2%	6%	6%	4%	4%	5%	5%
		Very poor	1%	1%	1%	1%	1%	1%	1%	1%
		Mean	4.3	4.2	4	3.9	4.1	4.1	4.1	4
	Performance of current Councillors	Very good	18%	12%	6%	5%	10%	12%	11%	7%
		Good	43%	38%	40%	37%	40%	39%	42%	37%
		Average	29%	38%	41%	47%	36%	40%	34%	44%
		Poor	9%	8%	9%	9%	12%	6%	9%	8%
		Very poor	1%	4%	5%	2%	2%	4%	3%	4%
		Mean	3.7	3.5	3.3	3.3	3.4	3.5	3.5	3.3

Green and red figures denote statistically significantly higher and lower results within the demographic group, respectively

APPENDIX



Survey instrument

Version 1
5469_Ballarat_2021_CATI
Last modified:21/04/2021 10:37:26 AM

QIntro Good afternoon/evening. My name is....., from newfocus research, conducting a survey of residents on behalf of the Ballarat City Council to help inform future planning. Can I please speak to a person in the household aged 18 or over? If asked: · The information you provide will be used for research purposes only and will remain completely confidential in compliance with the Australian Privacy Principles. · Any data provided to Council will be de-identified to remain anonymous. · newfocus is a national research company · The survey should take about 18 minutes· Households are randomly selected from publicly available landline and mobile telephone directories (not lists provided by Council).· If you wish to confirm the research, you can contact City of Ballarat Customer Service Centre on 5320 5500.

QCon Are you happy to continue?
sent.

Yes	1	
No	2	End

QConsent 

QS1. Do you live in the City of Ballarat Council area?

Yes	1	
No	2	End

QS1

Q35. Which suburb do you live in?

Survey will terminate if None of the above selected

Addington	1	
Alfredton	2	
Ascot	3	
Bakery Hill	4	
Bald Hills	5	
Ballarat Central	6	
Ballarat East	7	
Ballarat North	8	
Black Hill	9	
Blowhard	10	
Bo Peep	11	
Bonshaw	12	
Brown Hill	13	
Buninyong	14	
Bunkers Hill	15	
Burrumbeet	16	

Canadian	17
Cardigan	18
Cardigan Village	19
Coghills Creek	20
Creswick	21
Delacombe	22
Durham Lead	23
Ercildoun	24
Eureka	25
Glen Park	26
Glendaruel	27
Glendonald	28
Golden Point	29
Gong Gong	30
Invermay	31
Invermay Park	32
Lake Gardens	33
Lake Wendouree	34
Learmonth	35
Lucas	36
Maggie	37
Miners Rest	38
Mitchell Park	39
Mount Bolton	40
Mount Clear	41
Mount Helen	42
Mount Pleasant	43
Mount Rowan	44
Nerrina	45
Newington	46
Redan	47
Scotchmans Lead	48
Scotsburn	49
Sebastopol	50
Smythes Creek	51
Soldiers Hill	52
Sulky	53
Tourello	54
Warrenheip	55
Wattle Flat	56
Waubra	57
Weatherboard	58
Wendouree	59
Windermere	60
Winter Valley	61
Cabbage Tree	63
Cambrian Hill	64
Carngham	65
Chapel Flat	66
Clunes	67
Creswick North	68
Garibaldi	69
Haddon	70
Leigh Creek	71
Mount Beckworth	72
Napoleons	73
Navigators	74
Pootilla	75
Ross Creek	76
Snake Valley	77
None of the above	998
Other/refused (don't use - 2019 code)	97

Q35

Q35a. And do you live...

Answer If Attribute "Alfredton" from Q35 is SELECTED OR

Answer If Attribute "Ballarat East" from Q35 is SELECTED OR
Answer If Attribute "Brown Hill" from Q35 is SELECTED OR
Answer If Attribute "Delacombe" from Q35 is SELECTED OR
Answer If Attribute "Golden Point" from Q35 is SELECTED OR
Answer If Attribute "Mount Pleasant" from Q35 is SELECTED OR
Answer If Attribute "Nerrina" from Q35 is SELECTED OR
Answer If Attribute "Smythes Creek" from Q35 is SELECTED OR
Answer If Attribute "Warrenheip" from Q35 is SELECTED OR
Answer If Attribute "Winter Valley" from Q35 is SELECTED

Read out each option with the word 'or' between each. Do not read out Don't know

West of Insignia Boulevard	1	
Answer If Attribute "Alfredton" from Q35 is SELECTED		
East of Insignia Boulevard	2	
Answer If Attribute "Alfredton" from Q35 is SELECTED		
North of York Street	3	
Answer If Attribute "Ballarat East" from Q35 is SELECTED		
South of York Street	4	
Answer If Attribute "Ballarat East" from Q35 is SELECTED		
South of Freeway	5	
Answer If Attribute "Brown Hill" from Q35 is SELECTED		
North of Freeway	6	
Answer If Attribute "Brown Hill" from Q35 is SELECTED		
South of LaTrobe Street	7	
Answer If Attribute "Delacombe" from Q35 is SELECTED		
North of LaTrobe Street	8	
Answer If Attribute "Delacombe" from Q35 is SELECTED		
West of Main Road	9	
Answer If Attribute "Golden Point" from Q35 is SELECTED		
East of Main Road	10	
Answer If Attribute "Golden Point" from Q35 is SELECTED		
North of Elsworth Street	11	Q35a
Answer If Attribute "Mount Pleasant" from Q35 is SELECTED		
South of Elsworth Street	12	
Answer If Attribute "Mount Pleasant" from Q35 is SELECTED		
North of Western Freeway	13	
Answer If Attribute "Nerrina" from Q35 is SELECTED		
South of Western Freeway	14	
Answer If Attribute "Nerrina" from Q35 is SELECTED		
West of Glenelg Highway	15	
Answer If Attribute "Smythes Creek" from Q35 is SELECTED		
East of Glenelg Highway	16	
Answer If Attribute "Smythes Creek" from Q35 is SELECTED		
North of Western Freeway	17	
Answer If Attribute "Warrenheip" from Q35 is SELECTED		
South of Western Freeway	18	
Answer If Attribute "Warrenheip" from Q35 is SELECTED		
North of Greenhalghs Rd and East of Kensington Creek	19	
Answer If Attribute "Winter Valley" from Q35 is SELECTED		
South of Greenhalghs Rd and West of Kensington Creek	20	
Answer If Attribute "Winter Valley" from Q35 is SELECTED		
Don't know/none of the above	999	

Q126. Ward

Do not answer If true

Hidden ward autofill based on Q35/Q35a

North	1
Central	2
South	3
Undefined	9

Q126

QStreet. To help us determine which council ward you live in, can you please tell me your street number and street name?

Answer If Attribute "Undefined" from Q126 is SELECTED

Record street number and street name. If they refuse number, just ask them if it is odd or even and record this as well.

QStreet

Q28new. Which age group do you fall into...?

[Please note 5 year bands between 45-49 years and 50-54 years]

Under 18	10	End
18 to 24 years	1	
25 to 34 years	2	
35 to 44 years	3	
45 to 49 years	11	
50 to 54 years	12	
55 to 64 years	5	
65 to 74 years	6	
75 to 84 years	7	
85 years or older	8	
Prefer not to answer	9	

Q28new

Q28. Hidden age variable with original scale

Do not answer If true

Original Q28 scale to be consistent/comparable to historical data

18 to 24 years	1
25 to 34 years	2
35 to 44 years	3
45 to 54 years	4
55 to 64 years	5
65 to 74 years	6
75 to 84 years	7
85 years or older	8
(Prefer not to answer)	9

Q28

QAge. Age for quotas - autopopulated Quota.

Do not answer If true

18-34 years	1
35-49 years	2
50-64 years	3
65+ years	4

QAgeQuota

Q27. What is your gender?

Male	1
Female	2
Other (non-binary)	3
Prefer not to answer	9

Q27

QSEC Section 1: Community Indicators
1.

Q1. Thinking about Ballarat as a place and not Council and using the scale where 0 is strongly disagree and 10 is strongly agree, how do you rate your agreement with each of the following aspects...?

Rows randomised.

	Strongly disagree - 0	1	2	3	4	5	6	7	8	9	Strongly agree - 10	Don't know	
Good employment opportunities	11	1	2	3	4	5	6	7	8	9	10	99	Q1_1
Has good education and training (for all stages in life)	11	1	2	3	4	5	6	7	8	9	10	99	Q1_2
Affordable housing	11	1	2	3	4	5	6	7	8	9	10	99	Q1_3
Good local shopping	11	1	2	3	4	5	6	7	8	9	10	99	Q1_4
Do not answer if true													
Has good parks and open spaces	11	1	2	3	4	5	6	7	8	9	10	99	Q1_5
A good place to raise a family	11	1	2	3	4	5	6	7	8	9	10	99	Q1_6
A safe place to live	11	1	2	3	4	5	6	7	8	9	10	99	Q1_7
Do not answer if true													
Has a variety of recreation facilities and leisure activities	11	1	2	3	4	5	6	7	8	9	10	99	Q1_8
Do not answer if true													
Has a variety of arts and cultural opportunities	11	1	2	3	4	5	6	7	8	9	10	99	Q1_9
Good public transport	11	1	2	3	4	5	6	7	8	9	10	99	Q1_10
Do not answer if true													
Is a good place to live	11	1	2	3	4	5	6	7	8	9	10	99	Q1_11
A positive and welcoming atmosphere	11	1	2	3	4	5	6	7	8	9	10	99	Q1_12
Good access to healthcare	11	1	2	3	4	5	6	7	8	9	10	99	Q1_13
Good entertainment options for people of different ages	11	1	2	3	4	5	6	7	8	9	10	99	Q1_14
Do not answer if true													
Has a good night-time economy	11	1	2	3	4	5	6	7	8	9	10	99	Q1_15
Is easy to get around for people of all abilities and ages	11	1	2	3	4	5	6	7	8	9	10	99	Q1_16
Is easy to cycle and walk around in	11	1	2	3	4	5	6	7	8	9	10	99	Q1_17
Has a creative arts and culture community	11	1	2	3	4	5	6	7	8	9	10	99	Q1_18
The Ballarat CBD is clean, tidy and well presented	11	1	2	3	4	5	6	7	8	9	10	99	Q1_19

QSEC SECTION 2: CUSTOMER SERVICE INDICATORS
T2.

Q19. Have you had any contact with the Ballarat Council over the last 12 months?

[if needed clarify for any reason by any means i.e. in person, writing, telephone, digitally etc

Yes	1
No	2

Q19

Q19a. How did you have contact with Ballarat Council in the past 12 months?

Answer If Attribute "Yes" from Q19 is SELECTED

Unprompted - probe to clarify - probe 'anything else?'

In person - at Council office/facilities	1
In person - at my place, office etc	2
Writing - letter in mail	3
Telephone conversation	4
Text message / sms	5
Email	6
Webchat	7
Video link / meeting (ie Zoom, face time, Teams etc)	8
Visiting their website	9
Social media such as Facebook or Twitter	10
An app	11
Don't know/can't recall	999

Q19a_1
Q19a_2
Q19a_3
Q19a_4
Q19a_5
Q19a_6
Q19a_7
Q19a_8
Q19a_9
Q19a_10
Q19a_11
Q19a_12
Q19a_O

Q19c. What was your most recent contact with Council in relation to?

Answer If Attribute "Yes" from Q19 is SELECTED

Q19c

Q20. Thinking of the most recent contact, please rate Ballarat City Council's customer service (that is how the service was provided NOT the outcome). Was it Very good, Good, Average, Poor or Very Poor?

Answer If Attribute "Yes" from Q19 is SELECTED

Very good	1
Good	2
Average	3

Poor	4
Very poor	5
(Not applicable)	6
(Don't know)	7

Q20

Q19d. In what ways would you prefer to have contact with Ballarat City Council?

Unprompted - probe to clarify - probe 'anything else?'

In person - at Council office/facilities	1
In person - at my place, office etc	2
Writing - letter in mail	3
Telephone conversation	4
Text message / sms	5
Email	6
Webchat	7
Video link / meeting (ie Zoom, face time, Teams etc)	8
Visiting their website	9
Social media such as Facebook or Twitter	10
An app	11
Don't know/can't recall	999

Q19d_1
Q19d_2
Q19d_3
Q19d_4
Q19d_5
Q19d_6
Q19d_7
Q19d_8
Q19d_9
Q19d_10
Q19d_11
Q19d_12
Q19d_O

QSEC SECTION 3: SERVICE IMPORTANCE AND SATISFACTION
T3.

Q1N21 The following question relates to various services, facilities and programs that are offered by Ballarat City Council. Firstly - How important is each service to you (using the scale 1 = Not important to 5 = Very Important) and Secondly - How satisfied are you with each service (using the scale 1 = Very dissatisfied to 5 = Very satisfied).

Interviewer to refer to printed materials to give further clarity on each attribute if required

	Importance					Do n't kn ow	Satisfaction					Do n't kn ow
	1	2	3	4	5		1	2	3	4	5	
AGE & DISABILITY CARE SERVICES & SUPPORT	1	2	3	4	5	999	1	2	3	4	5	999
VISUAL & PERFORMING ARTS & CULTURE	1	2	3	4	5	999	1	2	3	4	5	999
BUSINESS SERVICES - INCLUDING PERMITS & ADVICE	1	2	3	4	5	999	1	2	3	4	5	999
COMMUNITY HEALTH, WELLBEING & SAFETY	1	2	3	4	5	999	1	2	3	4	5	999

Q1N21_1_ Q1N21_2_
1 1
Q1N21_1_ Q1N21_2_
2 2
Q1N21_1_ Q1N21_2_
3 3
Q1N21_1_ Q1N21_2_
4 4

MATERNAL AND CHILD HEALTH & PARENTING ADVICE & SUPPORT	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 5	Q1N21_2_ 5
CHILDCARE, PLAYGROUPS, KINDERGARTEN, SCHOOL HOLIDAY PROGRAMS ETC	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 6	Q1N21_2_ 6
LIBRARIES & COMMUNITY HUBS	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 7	Q1N21_2_ 7
YOUTH SERVICES	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 8	Q1N21_2_ 8
ENVIRONMENTAL HEALTH	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 9	Q1N21_2_ 9
PARKS, GARDENS & TREES	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 10	Q1N21_2_ 10
PETS & ANIMAL MANAGEMENT	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 11	Q1N21_2_ 11
PLANNING & BUILDING	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 12	Q1N21_2_ 12
ROADS & PATHS	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 13	Q1N21_2_ 13
PARKING	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 14	Q1N21_2_ 14
PUBLIC POOLS & SPLASH PARKS	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 15	Q1N21_2_ 15
SPORT & RECREATION FACILITIES & OVALS	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 16	Q1N21_2_ 16
WASTE & RECYCLING SERVICES	1	2	3	4	5	999	1	2	3	4	5	999	Q1N21_1_ 17	Q1N21_2_ 17

QSEC SECTION 4: EVENTS
T4.

Q2N21 Are you aware that Ballarat City Council deliver various events to the community (such as Begonia Festival, Ballarat Winter Festival, Heritage Festival, Summer Sundays, Christmas decorations and activities and ANZAC Day events)

Yes	1	Q2N21
No	2	

Q3N21 And on a scale from 0 to 10 where 0 is 'Very Unlikely' and 10 is 'Very Likely', how likely would you be to recommend any Ballarat City Council events to friends or family who live outside of the Ballarat area?

Answer If Attribute "Yes" from Q2N21 is SELECTED

0 - Very unlikely	11
1	1
2	2
3	3

4	4
5	5
6	6
7	7
8	8
9	9
10 - Very likely	10
Don't know/can't say	999

Q3N21

Q4N21 What type of events would you like to see Ballarat City Council deliver in the future?

.

Q4N21

QSEC SECTION 5: PROJECTS
T5.

Q5N21 Council undertakes numerous projects across the city. Which of the following Council projects are you aware of?

.

[Read out select all that apply]

Mars Stadium	1
Alfredton Recreation Reserve	2
Bakery Hill Urban Renewal Plan	3
Warrenheip Streetscape Project - Buninyong	4
Ballarat Central Library Upgrade	5
Her Majesty's Theatre Upgrade	6
Latrobe Street Sale Yards	7
None of the above	9

Q5N21_1
Q5N21_2
Q5N21_3
Q5N21_4
Q5N21_5
Q5N21_6
Q5N21_7
Q5N21_8

Q6N21 On a scale where 1 is 'Not important' and 5 is 'Very important', overall how important are projects such as these to you?

.

1 - Not important	1
2	2
3	3
4	4
5 - Very important	5
Don't know	999

Q6N21

Q7N21 And on a scale where 1 is 'Very dissatisfied' and 5 is 'Very satisfied', overall how satisfied are you with how Council performs on major projects such as these?

.

1 - Very dissatisfied	1
2	2
3	3
4	4
5 - Very satisfied	5
Don't know	999

Q7N21

Q8N21 How could Ballarat City Council improve its performance with major projects?

.

Answer If Attribute "3" from Q7N21 is SELECTED OR
Answer If Attribute "2" from Q7N21 is SELECTED OR
Answer If Attribute "1 - Very dissatisfied" from Q7N21 is SELECTED

Asked if neutral to dissatisfied at previous question

Q8N21

QSEC SECTION 6: COMMUNICATIONS CHANNELS
T6.

Q9N21 Do you recall receiving, seeing, reading, or hearing ANY information about Council activities, projects, services or events through any means in the past 12 months?

.

Yes	1
No	2
Not sure/can't say	999

Q9N21

Q10N2 Where do you recall seeing, reading, or hearing information about Council activities, projects, services or events in the past 12 months?

1.

Answer If Attribute "Yes" from Q9N21 is SELECTED

Unprompted - probe to clarify - probe 'anything else?'

Council website	1
Council Social media (Facebook, Twitter, Instagram, Linked-In, YouTube)	2
Local newspaper	3
Local radio	4
Local TV	5
Direct mail in your letter box	6
Email sent to you	7
Outdoor signs in the area	8
Council posters/ flyers/brochures at Council chambers, offices, library etc	9
Council posters/ flyers/brochures in cafes, shops etc	10
Council staff or Elected Members	11
Community groups involved in	12
Friends, family, neighbours	13
Can't recall	999

Q10N21_1
Q10N21_2

Q10N21_3
Q10N21_4
Q10N21_5
Q10N21_6
Q10N21_7
Q10N21_8
Q10N21_9

Q10N21_10
Q10N21_11
Q10N21_12
Q10N21_13
Q10N21_14
Q10N21_15
Q10N21_16
Q10N21_17
Q10N21_18
Q10N21_19
Q10N21_20

Q11N2 In what ways would you prefer to receive information about Council activities, projects, services or events?

Unprompted - probe to clarify - probe 'anything else?'

Council website	1
Council Social media (Facebook, Twitter, Instagram, Linked-In, YouTube)	2
Local newspaper	3
Local radio	4
Local TV	5
Direct mail in your letter box	6
Email sent to you	7
Outdoor signs in the area	8
Council posters/ flyers/brochures at Council chambers, offices, library etc	9
Council posters/ flyers/brochures in cafes, shops etc	10
Council staff or Elected Members	11
Community groups involved in	12
Friends, family, neighbours	13
Can't recall	999

Q11N21_1
Q11N21_2

Q11N21_3
Q11N21_4
Q11N21_5
Q11N21_6
Q11N21_7
Q11N21_8
Q11N21_9

Q11N21_10
Q11N21_11
Q11N21_12
Q11N21_13
Q11N21_3
Q11N21_4
Q11N21_0

Q12N2 Overall, how satisfied are you with how Ballarat City Council communicates. Are you Very satisfied, Satisfied, Neither, Dissatisfied or Very dissatisfied?

Very satisfied	5
Satisfied	4
Neither	3
Dissatisfied	2
Very dissatisfied	1
Don't know	999

Q12N21

QSEC SECTION 7: GOVERNANCE LEADERSHIP AND CORPORATE METRICS T7.

Q13N2 Now I would like you to rate the performance of the Ballarat City Council over the last 12 months on a range of aspects, using the scale - Very good, Good, Average, Poor or Very poor.How would you rate...

Rows randomised.

	Very good	Good	Average	Poor	Very poor	Not applicable	Don't know
City of Ballarat's service performance overall	1	2	3	4	5	6	7
Community consultation and engagement	1	2	3	4	5	6	7
Lobbying on behalf of the community	1	2	3	4	5	6	7
Decisions made in the interest of the community	1	2	3	4	5	6	7
The condition of sealed local roads in your area	1	2	3	4	5	6	7
Council's response to COVID-19	1	2	3	4	5	6	7

Q13N21_1
Q13N21_2
Q13N21_3
Q13N21_4
Q13N21_5
Q13N21_6

Q24. And using the same scale how would you rate the performance of the current Councillors (also known as Elected Members)?

Remind of scale if needed

Very good	1
Good	2
Average	3
Poor	4
Very poor	5
Don't know	6

Q24

Q14N2 Overall, what are the main areas you believe Council needs to focus on to improve the 1. Ballarat area or how Council performs?

Probe for clarity/detail

Q14N21

QSEC SECTION 8: OTHER DEMOGRAPHICS
T8.

Q29. Which of the following best describes your household...?

Couple with children at home	1
Single parent with children at home	2
Couple with no children at home	3
Single person household	4
Group household	5
Other household	6
Prefer not to answer	7

Q29

Q30. Do you speak a language other than English at home?

Yes - speak another language	1
No	2
Prefer not to answer	888

Q30

Q32. What is your employment status?

Unprompted. Probe to clarify.

Stay at home parent	1
Unemployed	2
Retired	3
Full time work	4
Part time work	5
Casual/contract work	6
Self employed	7
Student	8
Disability pension	9
Prefer not to answer	888

Q32

Q15N2 Do you own or manage a business that is located within the Ballarat Council area?
1.

Answer If Attribute "Full time work" from Q32 is SELECTED OR
Answer If Attribute "Part time work" from Q32 is SELECTED OR
Answer If Attribute "Self employed" from Q32 is SELECTED

If they say yes, probe to determine if own, manage, or both

Own	1
Manage	2
Neither own nor manage	3

Q15N21_1
Q15N21_2
Q15N21_3

QClos Thank you for your time. In case you missed it, my name is..... from newfocus. As part
e. of our quality standards, my supervisor validates 10% of our interviews so you may get
a quick call to validate this survey. If you have any questions about this research, you
can telephone our office on 1800 807 355 or City of Ballarat on 5320 5500.

THANK YOU



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203-233 New South Head Rd
Edgecliff NSW 2027

23rd Floor, HWT Tower
40 City Road
Southbank Vic 3006

2/28 Lower Portrush Rd
Marden SA 5070



Community Satisfaction Survey results comparison with Bendigo, Geelong, Regional centres and Victoria overall

Service / Measure Where a question was worded differently: JWS Wording (Ballarat Wording)	Ballarat 2021	Ballarat 2020	Ballarat 2019	Bendigo 2021	Geelong 2021	Regional Centres 2021	Victoria 2021	Highest Score	Lowest Score
Service Performance Overall	65	na	71	59	63	60	61	Aged 18-34 years	Aged 65+ years
Customer Service	80	na	76	70	77	71	70	Aged 18-34 years	Aged 65+ years
Decisions Made in the Interest of the Community	58	62	56	54	59	54	56	Aged 18-34 years	Aged 50-64 years
Lobbying on Behalf of the Community	57	na	58	np	57	56	55	Aged 18-34 years	Aged 50-64 years
Community Consultation and Engagement	55	64	60	55	57	54	56	Aged 18-34 years	Aged 50-64 years
Condition of Sealed Local Roads	52	56	60	61	62	60	57	Aged 65+ years	Aged 35-49 years
Response to Covid-19	78	na	na	np	76	73	73	Aged 18-34 years	Aged 65+ years
Recreational Facilities (Sport & Recreation)	78	na	na	np	75	74	71	Aged 35-49 years	Aged 65+ years
Waste Management (Waste & Recycling)	65	na	na	69	69	69	69	Aged 65+ years	Aged 35-49 years
Elderly Support Services (Age & Disability)	71	na	na	np	65	65	69	Aged 65+ years	Aged 50-64 years
Business & Community Development (Business Services)	63	na	na	np	64	61	60	Aged 18-34 years	Aged 50-64 years
Local Streets & Footpaths (Roads & Paths)	53	na	na	np	60	62	59	Aged 65+ years	Aged 50-64 years
Parking Facilities (Parking)	46	na	na	np	58	55	58	Aged 65+ years	Aged 50-64 years
Building & Planning Permits (Planning & Building)	56	na	na	np	55	58	51	Aged 18-34 years	Aged 50-64 years

*note for rating of services , Ballarat respondents rated on a scale of *very dissatisfied* to *very satisfied*

na- not asked

np – not published

8.10. TREATY ON THE PROHIBITION OF NUCLEAR WEAPONS

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Matthew Wilson – Director Community Wellbeing

PURPOSE

1. To respond to Resolution R177/21 adopted at the 25 August 2021 Meeting of Council which states the following,

That Council:

Request a report to 22 September 2021 Council Meeting noting the Australian Local Government Association's support of the Treaty on the Prohibition of Nuclear Weapons and write a letter of advocacy regarding that.

2. To provide a proposed letter of advocacy for Council consideration and endorsement.

BACKGROUND

3. The Australian Local Government Association (ALGA) held a National General Assembly in June 2021, at which it unanimously passed a motion calling on the Australian Government to sign and ratify the Treaty on the Prohibition of Nuclear Weapons.
4. Specifically, the motion states, *The National General Assembly calls on the Australian Government to sign and ratify the Treaty on the Prohibition of Nuclear Weapons.*
5. The Treaty seeks to comprehensively outlaw the production, stockpiling, transfer, hosting, use, threat of use of nuclear weapons, as well as assistance with any of these prohibited acts.
6. At the time of the motion, 35 Australian Councils had publicly declared their support for the Treaty, joining over 400 other cities worldwide.
7. The ALGA represents the 537 Councils across Australia, including the City of Ballarat.

KEY MATTERS

8. Resolution R177/21 outlined above seeks to have City of Ballarat note the ALGA support of the Treaty, and provide a letter of support for the motion passed at the June 2021 National General Assembly.
9. Given that the City of Ballarat is a member of the ALGA, and that the motion at the National General Assembly was passed unanimously and unopposed, it is appropriate for Council to consider participating in the advocacy effort aligned with the motion.
10. This report responds to Council's resolution R177/21 and provides a proposed letter of advocacy (attached) for Council's consideration and endorsement.

OFFICER RECOMMENDATION

11. That Council:

11.1 Receive the report noting the Australian Local Government Association's support of the Treaty on the Prohibition of Nuclear Weapons, and

11.2 Endorse the advocacy letter addressed to the ALGA attached.

ATTACHMENTS

1. Governance Review [**8.10.1** - 2 pages]
2. Advocacy Letter ALGA Nuclear Prohibition [**8.10.2** - 1 page]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Noting the Australian Local Government Association's work to support the Treaty on the Prohibition of Nuclear Weapons and writing a letter of advocacy on this matter aligns with both Goal 1 and Goal 6 of the Council Plan.
2. Goal 1 of the Council Plan is *An environmentally sustainable future*.
3. Goal 6 of the Council Plan is *A council that provides leadership and advocates for its community*.

COMMUNITY IMPACT

4. The decision to write to the ALGA has minimal impact on the community apart from Council demonstrating that it will advocate its behalf.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. Prohibition of nuclear weapons would remove a potential cause of catastrophic impact on the environment. Council's advocacy for the work of the ALGA supports the efforts to remove this potential threat to the environment.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. There are no specific economic sustainability implications identified by writing to the ALGA to note their work to support the Treaty

FINANCIAL IMPLICATIONS

7. There are no financial implications in writing to the ALGA

LEGAL AND RISK CONSIDERATIONS

8. There are no legal or risk considerations identified in writing to the ALGA

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. The community identified environmental sustainability as a high priority through the engagement processes to develop the Council Plan, and the action outlined in this report aligns with that community priority.

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

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date:

Our Ref:

Your Ref:

Enquiries:

Direct Email:

Mr Matt Pinnegar
Chief Executive
Australian Local Government Association
8 Geils Court
Deakin, ACT, 2600

Dear Mr Pinnegar,

RE: TREATY ON THE PROHIBITION OF NUCLEAR WEAPONS

At the Meeting of Council on 25 August 2021, Ballarat City Council resolved to write to the Australian Local Government Association (ALGA) to note the support for the Treaty on the Prohibition of Nuclear Weapons passed at the 2021 National General Assembly.

In doing so, Council wishes to thank the ALGA for the work it is doing to advocate to the Commonwealth Government that it signs the Treaty and adds Australia's voice to the call to prohibit nuclear weapons.

Yours sincerely,

Cr Daniel Maloney
MAYOR
City of Ballarat

8.11. DRAFT GOVERNANCE RULES

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

PURPOSE

1. The purpose of the report is to present Council with an opportunity to amend the City of Ballarat Governance Rules and seek Council endorsement to release the revised Governance Rules on public exhibition and seek submissions for a period of 21 calendar days from 23 September 2021 to 14 October 2021.

BACKGROUND

2. Section 60 of the *Local Government Act 2020* (the Act) requires Council to develop, adopt and keep in force a Governance Rules. Council adopted (R211/20) its first Governance Rules on 26 August 2020, in accordance with requirements of the Act.
3. The development and implementation of the Governance Rules was undertaken as part of a staged implementation of the new Act. With further legislative provisions being proclaimed and a new Council elected soon after their implementation, a review was foreshadowed to be undertaken within 12 months of their adoption.
4. Since adopting the Governance Rules, Council have identified opportunities for improvements to ensure relevant and up to date governance practices. Officers have undertaken a formal review along with consultation with all Councillors through a Councillor Briefing and Workshop that informed the proposed changes that will support the councillor group for the duration of their term.

KEY MATTERS

5. The Governance Rules has been amended by Officers and Councillors detailing common issues.
6. The proposed Governance Rules has been development through a comprehensive external analysis of 35 similar Victorian Councils.
7. A summary of the key changes identified as part of this review include:
 - Clarification of business for the conduct of the Election of Mayor with:
 - the removal of election report as this is managed external and not required to be completed in time for initial Mayoral election;
 - removal of rule to elect temporary Chairperson as inconsistent with the Act that requires the Chief Executive Officer to preside over the election of the Mayor;
 - Changes to Public Question time and submissions to be received in advance to enable community members receive full and timely responses at Council Meeting;
 - Clarity on the process for asking questions during debate to ensure good governance in decision making;

- An additional rule to provide consistent and clear approach for inclusion of bereavement motions into a Council meeting;
 - Changes to management of conflict of interest register to ensure coherent approach with principles and statutory obligations;
 - Clarity on Advisory committees reporting obligations to be directed by the relevant Terms of Reference instrument.
8. A detailed summary of the changes has been attached to the report in the Community Engagement Statements at attachment 3.
9. It is recommended that the proposed Governance Rules be placed on public exhibition and seek written submissions to increase community engagement and promote transparency.

OFFICER RECOMMENDATION

10. That Council:

- 10.1. 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 6.30pm on Wednesday 27 October 2021, the proposed Governance Rules in accordance with section 60 of the Act.**
- 10.2. Give public notice seeking submissions on the Governance Rules.**
Written public submissions will be accepted for 21 days ending 9:00am Thursday 14 October 2021.
- 10.3. 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 an Unscheduled Council meeting scheduled for Wednesday, 20 October 2021 at 6.30pm**

ATTACHMENTS

1. Governance Review [8.11.1 - 2 pages]
2. Governance Rules - DRAFT 2021 Review [8.11.2 - 61 pages]
3. Governance Rules 2021 Review - Community Engagement Statement [8.11.3 - 5 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Governance Rules are a statutory requirement of the *Local Government Act 2020* (the Act).

COMMUNITY IMPACT

2. Council's Governance Rules outline how the community can participate in Council Meetings

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 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 60(1) of the Act, Council must develop, adopt and keep in force Governance Rules.
7. In accordance with section 60(4) of the Act, Council must ensure that the process of community engagement is followed in developing or amending its Governance Rules.

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. Council's Governance Rules will be put on public exhibition from 23 September 2021 to 14 October 2021 to seek public feedback.

GENDER EQUALITY ACT 2020

10. 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

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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Governance Rules

2021 Review

Draft for Community Engagement



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The City of Ballarat has established Governance Rules in accordance with section 60 of the *Local Government Act 2020*.

Commitment

Good governance, integrity and accountability are central to the *Local Government Act 2020* (the Act), to underpin local government democracy, conduct and enable our community to hold the Council to account. Council is committed to embedding the principles of good governance throughout its decision making, corporate governance and democratic governance by establishing and adhering to the Governance Rules established

Council decision making will be founded on good governance and conducted with transparency. The process by which decisions will be made is transparent and clearly articulated in these Governance Rules for the scrutiny of our community and accountability of Councillors, Members of Delegated Committees and Council staff. Council recognises that accountability, integrity and transparency are of fundamental importance to our community and are critical for enhancing good governance.

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CHAPTER 1 - INTRODUCTION

Purpose

These Governance Rules determine the way in which Council will:

- Make decisions:
 - in the best interest of the Ballarat community;
 - fairly and on the merits of the matter; and
 - in a way that ensures any person whose rights will be directly affected by a decision will be entitled to communicate their views and have their interests considered.
- Elect its Mayor and Deputy Mayor; or Acting Mayor if required;
- Conduct meetings of Council, Delegated Committees, Advisory Committees, Hearing Committees and Community Asset Committees;
- Give notice of meetings and record and make available meeting records (minutes and live broadcasting of meetings);
- Be informed in its decision making through community engagement, advisory committees and Councillor areas of responsibility, and Council Officer reports; and
- Require the disclosure and management of conflicts of interest.

The Governance rules also include:

- Rules for the conduct of Council and Councillors during Election Periods, through the Election Period Policy; and
- An overview of alignment of the Governance Rules within Council's Governance and Integrity Framework.

Principles

Council must, in the performance of its role, give effect to the overarching governance principles outlined in the Act. These principles are:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) The municipal community is to be engaged in strategic planning and strategic decision making;
- e) Innovation and continuous improvement is to be pursued;
- f) Collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) The ongoing financial viability of the Council is to be ensured;
- h) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i) The transparency of Council decisions, actions and information is to be ensured.

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In giving effect to the overarching governance principles, Council must take into account the following supporting principles:

- a) the community engagement principles;
- b) the public transparency principles;
- c) the strategic planning principles;
- d) the financial management principles; and
- e) the service performance principles.

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CHAPTER 2 - CONTEXT

2.1 Affected Persons Rights and Interests

In any matter in which a decision must be made by Council (including person acting with the delegated authority of Council), Council must consider:

- fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
- on the merits, free from favouritism or self-interest and without regard to irrelevant considerations.

Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of Council is entitled to communicate their views and have their interests considered).

Before making a decision that affects a person's rights, Council will endeavour to identify whose rights may be affected and provide an opportunity for that person (or persons) to convey those views regarding the effect on their rights and consider those views.

This includes but is not limited to the rights outlined in the *Charter of Human Rights and Responsibilities Act 2006*.

The opportunity provided for a person whose rights have been affected to contribute their views will be documented in any relevant report put before the Council or Delegated Committee.

A Council officer making a decision under delegation that affects the rights of a person will record in writing the opportunity provided to the person to have their views considered.

Section 60(2) of the Local Government Act 2020

The Governance Rules must provide for a Council to—

- (a) consider and make decisions on any matter being considered by the Council fairly and on the merits; and*
- (b) institute decision making processes to ensure that any person whose rights will be directly affected by a decision of the Council is entitled to communicate their views and have their interests*

2.2 Context

2.1.1 These Governance Rules are to be read in the context of and in conjunction with:

- a) the overarching governance principles
- b) Community Engagement Policy
- c) Public Transparency Policy;
- d) Conflict of Interest Guide for Councillors and Staff;
- e) Council Plan;
- f) Councillor Code of Conduct;
- g) Employee Code of Conduct; and
- h) other relevant policies.

2.1.2 Each numbered section or sub-section is a rule or sub-rule.

2.1.3 Guidance and Overview Notes within these rules are intended to be explanatory and included for guidance and do not form part of these Governance Rules. They will be monitored and updated to reflect changes to legislation or to assist interpretation and understanding.

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2.3 Definitions and Notes

2.2.1 In these Governance Rules:

Act means the *Local Government Act 2020* (as amended from time to time);

Advisory Committee means an Advisory Committee established by Council that provides advice to:

- a) The Council; or
- b) a member of Council staff who has been delegated a power, duty or function of the Council;

that is not a Delegated Committee.

Agenda means the document containing the date, time and place of a meeting and lists the business to be transacted at a Council Meeting and includes a revised agenda;

Authorised Officer means a person appointed as an Authorised Officer under s224 of the *Local Government Act 1989* or any other Act;

Chamber means any room where Council holds a Council Meeting;

Chairperson means the Chairperson of a Council Meeting and includes an acting, a temporary and a substitute Chairperson;

Chief Executive Officer means the Chief Executive Officer of Council or the person acting in or performing the position of Chief Executive Officer;

Committee Meeting means a Meeting of a Delegated Committee;

Common Seal means the Common Seal of Council;

Council means Ballarat City Council;

Council Meeting means a meeting of the Council convened in accordance with these Governance Rules and includes a scheduled Meeting and unscheduled Meeting;

Councillor means a Councillor of the Council;

Councillor Code of Conduct has the same meaning as in the Act;

Delegated Committee has the same meaning as in the Act;

Delegated Committee Meeting means a Meeting of a Delegated Committee;

Deputy Mayor means the Deputy Mayor of Council and any person appointed by Council to act as Deputy Mayor;

Disorder means any disorderly conduct of a member of the Gallery or a Councillor and includes:

- a) interjecting when another person is speaking, except, in the case of where a Councillor is raising a Point of Order;
- b) making comments that are defamatory, malicious, abusive or offensive;
- c) refusing to leave the Meeting when requested, ordered or directed to do so by the Chairperson in accordance with the Act and the Governance Rules; and
- d) engaging in any other conduct which prevents the orderly conduct of the Meeting;

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Majority means the votes cast by a Majority of the Councillors or Members present at a Meeting at the time the vote is taken;

Mayor means the Mayor of Council and any person appointed by Council to be acting as Mayor;

Meeting means a Council Meeting or a Delegated Committee Meeting;

Minutes means the official record of the proceedings and decisions of a Meeting;

Motion means a proposal framed in a way that will result in the opinion of Council being expressed, and a Council decision being made, if the proposal is adopted;

Municipal District means the municipal district of Council;

Notice of Amendment means a Notice of Motion to amend a resolution made by Council;

Notice of Motion means a notice setting out the text of a Motion which a Councillor proposes to move at a Council Meeting;

Notice of Rescission means a Notice of Motion to rescind a resolution made by Council;

Officer means an employed member of Council staff;

Operational service request process means a request for action through the Customer Request System in use by the Council; or request relating to the day to day management of Council operations as the functions of the Chief Executive Officer;

Point of Order means a procedural point (about how the Meeting is being conducted), not involving the substance of a matter before a Meeting;

Procedural Motion means a Motion that relates to a procedural matter only and which is not designed to produce any substantive decision but used merely as a formal procedural measure;

Quorum means the minimum number of Councillors necessary to conduct the business of Council. A quorum is an absolute majority;

Repetitious Motion means (a) a motion moved that is to the same effect, even if it is in a different form, as a motion (with or without amendment) that has been rejected by Council at the same meeting; or (b) a motion that substantially covers the same ground as a motion or amendment already dealt with by Council at the same meeting;

Rule or Sub-rule means a rule or sub-rule included in these Governance Rules;

Standing Orders means the provisions of these Governance Rules which govern the conduct of meetings;

Suspension of Standing Orders means a suspension of the provisions of these Governance Rules, to facilitate full discussion on an issue without formal constraints;

Unscheduled Meeting means a meeting of the Council convened for a particular purpose that cannot be effectively dealt with in the schedule of Council Meetings set by Council;

Urgent Business means a matter that relates to or arises out of a matter which has arisen since distribution of the agenda and cannot safely or conveniently be deferred until the next meeting;

Visitor means any person (other than a Councillor or an Officer) present at a meeting;

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Written or In Writing includes duplicated, photocopied, photographed, printed and typed and extends to both hard copy and soft copy form.

2.2.2 Definitions provided by the Act:

The following definitions provided by the Act are applied to these Governance Rules:

Audit and Risk Committee means the Audit and Risk Committee established by a Council under section 53;

Confidential information means the following information:

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- (b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
- (c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - i) relates to trade secrets; or
 - ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;
- (h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);
- (i) internal arbitration information, being information specified in section 145;
- (j) Councillor Conduct Panel confidential information, being information specified in section 169;
- (k) information prescribed by the regulations to be confidential information for the purposes of this definition;
- (l) information that was confidential information for the purposes of section 77 of the *Local Government Act 1989*;

Electoral Material means an advertisement, handbill, pamphlet or notice that contains electoral matter but does not include an advertisement in a newspaper that is only announcing the holding of a meeting.

Electoral Matter means matter which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the election manager for the purposes of conducting an election.

Nomination Day means the last day on which nominations to be a candidate at a council election may be received in accordance with the Act and the regulations.

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CHAPTER 3 – MEETING PROCEDURE

3.1 Purpose of Council Meetings

- 3.1.1** Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.
- 3.1.2** Council is committed to transparency in decision making and, in accordance with the Act, Council and Delegated Committee meetings are open to the public to attend. Meetings will only be closed to members of the public if:
- a) there are clear reasons for particular matters to remain confidential; or
 - b) a meeting is required to be closed for security reasons; or
 - c) it is necessary to enable the meeting to proceed in an orderly manner.
- 3.1.3** If a meeting is closed to the public for the reasons outlined in sub-rule 3.1.2 b) or 3.1.2 c), the meeting will continue to be live broadcasted. In the event live broadcast is not available the meeting may be adjourned, or a recording of the proceedings may be available on Council website.
- 3.1.4** For the avoidance of doubt, if a meeting is open to the public and the live broadcast is not available, a meeting that has not commenced will proceed as scheduled and a meeting that has commenced will continue.

3.2 Meeting Roles

Overview:

In accordance with the Act, the Mayor must take the Chair at all Council Meetings at which the Mayor is present. If the Mayor is absent, the Deputy Mayor (if any) must take the chair and if both are absent, Council must elect one of the Councillors as Chairperson of the meeting.

The way in which Council and Committee meetings are conducted makes a significant contribution to good governance. The Chairperson plays a crucial role in facilitating an orderly, respectful, transparent and constructive meeting by ensuring all Councillors and members of Delegated Committees have the opportunity to be heard, matters are adequately discussed, meeting procedures are followed appropriately, and statutory requirements are adhered to.

The Chairperson is an independent leader of meetings and generally does not participate in debate or move or second motions.

The Act provides for the Mayor to appoint a Councillor as the Chair of a Delegated Committee and any such appointment prevails over any appointment made by Council. While there are no limitations on exercising that power, the Mayor must always act in a way that is consistent with the adopted Councillor Code of Conduct and transparency commitments of the Council.

Additionally, each member of the meeting has an obligation to participate in good decision-making through their preparation and contribution to the meeting.

Specific duties and discretions of the Chairperson are outlined throughout these Governance Rules.

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**3.2.1 Chairperson and Members**

- a) The Chairperson, Councillors and Members of Delegated Committees will ensure:
 - i) Decision making is transparent to members and observers;
 - ii) Meeting members have sufficient information to make good decisions;
 - iii) Every member is supported to contribute to decisions;
 - iv) Any person whose rights are affected has their interests considered;
 - v) Debate and discussion is focussed on the issues at hand;
 - vi) Meetings are conducted in an orderly manner;
 - vii) Decisions should be made on the merits of the matter.
- b) Council by resolution, or the Chief Executive Officer, may change the date, time and place of, or cancel, any meeting which has been fixed and must provide notice of the change to the public.

3.2.2 Mayor to take the Chair

- a) The Mayor must take the chair at all Council Meetings at which the Mayor is present.
- b) If the Mayor is not in attendance at a Council meeting, the Deputy Mayor (if one has been elected) must take the chair.
- c) If the Mayor and any Deputy Mayor are not in attendance at a Council meeting, Council must appoint one of the Councillors as temporary Chairperson by resolution.

3.2.3 Delegated Committee Chairperson

- a) At the meeting at which Council establishes a Delegated Committee it must also appoint a Chairperson.
- b) The Chairperson of a Delegated Committee must be a Councillor.
- c) For the avoidance of doubt, sub-rule a) does not intend to limit the powers of the Mayor provided in the Act.

3.2.4 The Chairperson's Duties and Discretions

In addition to the specific duties and discretions provided in these Governance Rules, the Chairperson:

- a) must not accept any motion, question or statement which is:
 - i) vague or ambiguous;
 - ii) defamatory, malicious, abusive or objectionable in language or substance; or
 - iii) outside the powers of Council;
- b) must allow the Chief Executive Officer the opportunity to correct factual errors or incorrect assertions that arise during the meeting;
- c) must call a person to order if their behaviour is disruptive and interferes with the conduct of the business of Council;
- d) may direct that a vote be recounted to be satisfied of the result;
- e) must decide on all points of order in accordance with Rule 3.10; and
- f) Subject to sub-rule a), the Chairperson may determine to close a meeting to the public to maintain security and order, if the circumstances prevent seeking a Council resolution in accordance with Rule 3.13.1.

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**3.2.5 Chief Executive Officer**

- a) The Chief Executive Officer, or delegate, may participate in the meeting to provide support to the Chairperson.
- b) The Chief Executive Officer:
 - i) Should immediately advise if a proposed resolution or action is, to the best of their knowledge, contrary to legislation or Council policy;
 - ii) May advise if there are administrative or operational implications arising from a proposed resolution;
 - iii) May assist to clarify the intent of any unclear motion to facilitate implementation of a resolution;
 - iv) On request, assist with procedural issues that may arise.

3.2.6 Councillors and members of Delegated Committees

- a) Councillors and members of Delegated Committees contribute to good governance and decision making by:
 - i) Seeking views of community members and reading agenda papers prior to the meeting;
 - ii) Demonstrating due respect and consideration to community views and the professional / expert advice provided in the agenda papers;
 - iii) Attending meetings and participating in debate and discussion;
 - iv) Demonstrating respect for the role of the Chairperson and the rights of other Councillors or members of Delegated Committees to contribute to the decision-making;
 - v) Being courteous and orderly.

3.2.7 Community

- a) Council Meetings are decision making forums for the Council that are open to the community to attend and/or view proceedings.
 - i) Community members may only participate in Council meetings in accordance with Rule 3.7.
 - ii) Community members are encouraged to participate in Council's engagement processes.
 - iii) Community members may seek to inform individual Councillors of their views by contacting them directly in advance of meetings.

3.2.8 Apologies and absences

- a) Councillors and members of Delegated Committees who are unable to attend a meeting may submit an apology:
 - i) In writing to the Chairperson, who will advise the meeting; or
 - ii) By seeking another Councillor or member of the Delegated Committee to submit it at the meeting on their behalf.
- b) An apology submitted to a meeting will be recorded in the minutes.
- c) A Councillor intending to take a leave of absence must submit the notification in writing to the Mayor.

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- d) If this is not practicable, the Councillor must give the Chief Executive Officer notice of an apology prior to the Council Meeting.
- e) If a Councillor leaves a Council Meeting, the Councillor must request permission from the Chairperson before leaving the Chamber.
- f) Unless there is an emergency, or otherwise in accordance with sub-clause 3.2.8 h) of these Governance Rules, a Leave of Absence requested during a Council Meeting will only be granted at the end of a motion.
- g) Unless there is an emergency, or otherwise in accordance with sub-clause 3.2.8 h) of these Governance Rules, a leave of absence must not be requested or granted during a debate.
- h) The Chairperson may call a comfort break at any time during a meeting on a request from a Councillor.

Section 35 (1) (e) of the Act provides a Councillor ceases to hold office if they are absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council.

3.3 Notices of meetings and delivery of agendas

Overview:

Council meetings are held regularly to conduct the ongoing business of the Council and unscheduled meetings may be held from time to time.

It is important that the community is made aware of the times, dates and locations of Council and Delegated Committee meetings and the matters Council will consider. The timing of this notice should give the community adequate time to make arrangements to attend the meeting or view via the live broadcast.

An agenda for each Council meeting must be provided to Councillors in advance so that they can prepare adequately for the Council meeting. The agenda contains the order of business and the professional / expert advice of the organisation, with a recommendation for Council to consider.

The agenda is made available to the public via Council's website and in hard copy format at the meeting location prior to the meeting.

3.3.1 Date, time and place of meetings

- a) At or before the last meeting each calendar year, Council must fix the date, time and place of all Council Meetings and any Delegated Committee Meetings for the following calendar year;
- b) Council may resolve a Delegated Committee will set its own schedule of meetings;
- c) Council may from time to time change the date, time and place of any meeting which has been fixed and must provide reasonable notice of the change to the public.

3.3.2 Unscheduled meetings

- a) Council may by resolution call an unscheduled meeting of the Council; or
- b) The Mayor, or three Councillors may by written notice call an unscheduled meeting of the Council; or
- c) The Chief Executive Officer, following consultation with the Mayor, may call an unscheduled meeting.

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- d) A written notice to call an unscheduled meeting must:
 - i) Specify the business to be transacted;
 - ii) be delivered to the Chief Executive Officer or delegate in sufficient time to enable notice to be given in accordance with Rule 3.3.3.
- e) The Chief Executive Officer must determine the time and date for the meeting, giving consideration to:
 - i) the urgency of the business to be transacted;
 - ii) the availability of Councillors; and
 - iii) a reasonable notice period for persons whose rights or interests may be impacted by the business to be transacted.
- f) The Chief Executive Officer must arrange for notice of the meeting on Council's website.
- g) Any resolution of Council to call an unscheduled meeting must specify the date and time of the unscheduled meeting and the business to be transacted. The date and time of the unscheduled meeting must not be prior to 6pm on the day following the Council meeting at which the resolution was made.
- h) The Chief Executive Officer must call an unscheduled meeting to elect a Mayor following a Council election declaration, in accordance with the Act.
- i) The unscheduled meeting for the election of a Mayor following an election may also consider the role of Deputy Mayor and any other matters as determined by the Chief Executive Officer.

3.3.3 Notice of Meetings**Council Meetings**

- a) A notice of a meeting, that is not an unscheduled meeting, must state the date, time and place of the meeting and the business to be dealt with, or incorporating or accompanied by an agenda of the business to be dealt with, and must be delivered or made available electronically to every Councillor for all Council meetings, as early as practical; or at least at least 2 days before the meeting;
- b) Subject to any resolution of Council, the Chief Executive Officer will determine the method of delivery to be used under sub-rule a).
- c) Reasonable notice of Council meetings is considered to be a least 2 days before a Meeting.
- d) A schedule of Council meetings must be prepared and published that ensures it is available to a broad section of the community, including on Council's website at least once each year; and with such greater frequency as the Chief Executive Officer determines; or just prior to each Meeting unless extraordinary circumstances exist.

Unscheduled Meetings

- a) Notice of an unscheduled meeting must be published on Council's website as soon as practicable after the time and date of the meeting has been determined.
- b) An agenda for an unscheduled meeting must be made available electronically to every Councillor at least 2 days before the meeting. A period of less than 2 days may be justified if exceptional circumstances exist.
- c) An agenda for an unscheduled meeting will be made available on Council's website no less than 24 hours before the Council meeting.

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3.4 Quorum

Overview:

No business can be transacted at a Council Meeting or a Delegated Committee meeting unless a majority of the Councillors or members of the Delegated Committee (as the case may be) is present (quorum). If there is no quorum at the commencement of a meeting or if a quorum cannot be maintained during a meeting, the meeting is to be adjourned to another date and/or time. A quorum is an absolute majority in accordance with s61(7) of the Act.

3.4.1 Inability to gain quorum to commence

If after 30 minutes from the scheduled starting time of any Council meeting, a quorum cannot be obtained:

- a) those Councillors present; or
- b) if there are no Councillors present, the Chief Executive Officer; or,
- c) in the absence of the Chief Executive Officer, an Authorised Officer;

must adjourn the Council meeting for a period within four (4) weeks from the date of the adjournment.

3.4.2 Inability to gain quorum

If during any Council Meeting or any adjournment of the Council meeting, a quorum cannot be maintained:

- a) those Councillors present; or
- b) if there are no Councillors present, the Chief Executive Officer; or,
- c) in the absence of the Chief Executive Officer, an Authorised Officer;

must adjourn the Council meeting for a period not exceeding seven (7) days from the date of the adjournment.

3.4.3 Inability to achieve or maintain a quorum due to conflicts of interest of Councillors

If a quorum cannot be achieved or maintained due to the disclosure of conflicts of interest by the majority of Councillors, Council will:

- a) Determine the matter will be considered in separate parts, if a quorum can be maintained for each separate part; or
- b) Determine to make decisions on separate parts of the matter at a meeting where quorum can be maintained, before making a decision on the whole matter.

3.4.4 Delegation due to conflicts of interests

If a quorum cannot be achieved or maintained due to the declaration of conflicts of interests by the majority of Councillors, and the matter cannot be separated into component parts or prior decisions made, Council may delegate the decision to be made:

- a) By the Chief Executive Officer; or
- b) By a Delegated Committee, established for the purpose of determining the matter, comprised of all the Councillors who have not disclosed a conflict of interest and any other person(s) the Council considers suitable.

A decision made under delegation due to Council not being able to achieve or maintain a quorum will be reported to the next Council meeting.

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3.4.5 Adjournment

The Chief Executive Officer must provide written notice of an adjournment under sub-rules 3.4.1, 3.4.2 or 3.4.3, however, where this is not practicable because time does not permit that to occur, then, provided every reasonable attempt is made to contact every Councillor; notice by telephone, email, in person or by some other means is sufficient.

3.4.6 Adjourned meetings

- a) Council may adjourn any Council meeting.
- b) The Chief Executive Officer, or his or her delegate, must give notice to each Councillor of the date, time and place to which the Council meeting stands adjourned and of the business remaining to be considered.
- c) Notice of an adjournment to another date or time must be published on Council's website as soon as practical

Quorum Calculation

Section 61(4) of the Act provides that a quorum at a meeting must be at least a majority of the Councillors or members of the Delegated Committee.

<i>Number of Councillors/Committee Members</i>	<i>Number required for Quorum</i>
11	6
10	6
9	5
8	5
7	4

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3.5 Election of the Mayor

Overview:

The role and functions of the Mayor are provided in the Act. The holder of this significant office is the Chairperson at Council Meetings, is the leader of the Councillors, acts as the principal spokesperson for Council and carries out civic and ceremonial duties.

This section describes how the Mayor, a Deputy Mayor and Acting Mayor are to be elected.

The Act has specific provisions governing the election of the Mayor and the term of office for the Mayor:

Section 25 - Election of Mayor

25 Election of Mayor

- (1) *At a Council meeting that is open to the public, the Councillors must elect a Councillor to be the Mayor of the Council.*
- (2) *Subject to section 167, any Councillor is eligible for election or re-election to the office of Mayor.*
- (3) *The election of the Mayor must—*
 - (a) *be chaired by the Chief Executive Officer; and*
 - (b) *subject to this section, be conducted in accordance with the Governance Rules.*
- (4) *Subject to subsections (5) and (6), the Mayor must be elected by an absolute majority of the Councillors.*
- (5) *If an absolute majority of the Councillors cannot be obtained at the meeting, the Council may resolve to conduct a new election at a later specified time and date.*
- (6) *If only one Councillor is a candidate for Mayor, the meeting must declare that Councillor to be duly elected as Mayor.*
- (7) *In this section, absolute majority means the number of Councillors which is greater than half the total number of the Councillors of a Council.*

Section 26 – When is a Mayor to be elected

- (1) *A Mayor is to be elected no later than one month after the date of a general election.*
- ...
- (3) *Before the election of the Mayor, a Council, other than the Greater Geelong City Council, must determine by resolution whether the Mayor is to be elected for a 1 year or a 2 year term.*
- (4) *If the Mayor is elected for a 1 year term, 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.*
- (5) *If the Mayor is to be elected for a 2 year term, 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 2 year term as is reasonably practicable.*
- (6) *A Mayor is to be elected within one month after any vacancy in the office of Mayor occurs.*
- (7) *The election of a Mayor after the period specified in this section does not invalidate the election.*
- (8) *A Councillor elected to fill a vacancy in the office of Mayor caused other than by the expiration of a one year or a 2 year term serves the remaining period of the previous Mayor's term*

3.5.1 Chief Executive to set time and date for election of Mayor

- a) The Chief Executive Officer must determine the most appropriate time and date for the election of the Mayor, except that the election of the Mayor must be held in accordance with any provisions contained in the Act and these Governance Rules.
- b) At the meeting to elect the Mayor, Council must first resolve if the term of the Mayor is to be 1 or 2 years.
- c) The order of business at the Council meeting to elect the Mayor is to be determined by the Chief Executive Officer. In the absence of any changes directed by the Chief Executive Officer, the default order of business will be:
 - i) Opening and Acknowledgement of Country;

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- ii) Apologies;
 - iii) Oath of office (at the Council meeting to elect the Mayor following the declaration of results of a general election of Councillors);
 - iv) Councillor Code of Conduct (at the Council meeting to elect the Mayor following the declaration of results of a general election of Councillors);
 - v) ;
 - vi) Term of the Mayor and determination of the position of Deputy Mayor;
 - vii) Election of the Mayor;
 - viii) Presentation and commencement speech by the incoming Mayor;
 - ix) Election of Deputy Mayor (if the position is established); and
 - x) Ceremonial motions.
- d) The Councillor elected to the position of Mayor may make a commencement speech for up to 10 minutes outlining their vision for the Mayoral term.
 - e) The commencement speech may not address matters outside the powers of the Council, be derogatory, or be prejudicial to any person or the Council.

3.5.2 Role and Election of Deputy Mayor

- a) At the Council Meeting at which the Mayor is to be elected, the Council may resolve to establish the position of Deputy Mayor and elect a Councillor to the position of Deputy Mayor.
- b) If the Mayor is not in attendance at a Council Meeting the Deputy Mayor must take the Chair.
- c) The term of a Deputy Mayor is identical to the term of the Mayor as resolved by Council.
- d) If the Council has not resolved to establish the position of Deputy Mayor, any provisions in these Governance Rules relating to the Deputy Mayor have no effect.

3.5.3 Method of Voting for Mayor

The election of the Mayor must be carried out by a show of hands.

3.5.4 Procedure for Election of the Mayor

- a) All nominations to be a candidate for Mayor and Deputy Mayor are to be provided in writing to the Chief Executive Officer no later than a date and time to be fixed by the Chief Executive Officer.
- b) The Chief Executive Officer will advise all Councillors of the names of the candidates within 24 hours of nominations closing.
- c) The Chief Executive Officer must preside during the election of the Mayor.
- d) The Chief Executive Officer must formally invite nominations for the office of Mayor and confirm acceptance of the nomination with the nominee.

In an election for the Mayor:

- e) If there is only one (1) nomination, the candidate is declared elected.
- f) If two (2) candidates have been nominated, a vote must be taken and the candidate who receives the number of votes equal to greater than half the Councillors of the Council must be declared elected;

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- g) Two (2) candidates have been nominated and no candidate receives the number of votes equal to greater than half the Councillors of the Council, a second vote will be conducted;
- h) Where, after a second vote, two candidates have been nominated and no candidate receives the number of votes equal to greater than half the Councillors of the Council, the Chief Executive Officer will seek the meeting to resolve to conduct a new election at a meeting to be held at 6 pm the following day;

More than two candidates

- i) If more than two (2) candidates have been nominated and no candidate receives the number of votes equal to greater than half the Councillors of the Council:
 - i) the candidate with the fewest number of votes cast must be eliminated;
 - ii) the names of the remaining candidates must be put to the vote again; and
 - iii) the procedure in sub-rules i) and,ii) above must be continued until there remain only two candidates, at which point the candidate to be declared elected is to be determined by the procedures outlined in sub-rule f).
- j) in the event of two or more candidates having an equal amount of votes and one of them having to be declared a defeated candidate (where there are three or more candidates with equal votes);
- k) The Chief Executive Officer will conduct a vote for one candidate to be defeated.

3.5.5 Procedure for Election of the Deputy Mayor

- a) If Council resolves to have the office of Deputy Mayor, the provisions of sub-rules 3.5.3 and 3.5.4 apply to the election of the Deputy Mayor with all necessary modifications and adaptations.
- b) Subject to sub-rule 3.5.5 a), the Chief Executive Officer must arrange an election as soon as possible after the office of Deputy Mayor becomes vacant.

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3.6 Conduct and Business of Meetings

Overview:

The business to be transacted at a Council meeting is contained in the agenda provided to Councillors and available to the public on Council's website. The Chief Executive Officer oversees preparation of the agenda and determines the content and order of business to facilitate open, efficient and effective processes of government. The role of the Mayor includes providing advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings. Council can admit an item of urgent business if it has arisen after distribution of the agenda and cannot be reasonably deferred to the next meeting.

3.6.1 Time limits for Council meetings

- a) A Council meeting must start within 30 minutes of the advertised start time.
- b) A Council meeting will not continue after 11.00 pm unless a majority of Councillors present vote in favour of its continuance. In the absence of such continuance, a Council meeting must stand adjourned to a time, date and place announced by the Chairperson immediately prior to the meeting standing adjourned.

3.6.2 The order of business

The order of business at any Council meeting is to be determined by the Chief Executive Officer so as to facilitate and maintain open, efficient and effective processes of government.

- a) No business can be dealt with at a meeting unless it is:
 - i) Contained on the agenda; or
 - ii) Admitted as urgent business in accordance with Rule 3.6.4;

3.6.3 Change to order of business

Once an agenda has been sent to Councillors, the order of business for that Council Meeting may only be altered by a resolution of the Council. This includes a request for an item to be brought forward.

3.6.4 Urgent Business

- a) Subject to sub-rule b), urgent business may be considered at any scheduled meeting.
- b) Urgent business can only be admitted by resolution of Council and only then if it:
 - i) relates to or arises out of a matter which has arisen since distribution of the agenda; and
 - ii) cannot safely or reasonably be deferred until the next scheduled meeting.
- c) Notwithstanding anything to the contrary in these Governance Rules, a Councillor, with the agreement of the Chief Executive Officer, may only submit or propose an item of urgent business if the matter relates to business that does not:
 - i) substantially affect the levels of Council service;
 - ii) commit Council to significant expenditure not included in the adopted budget;
 - iii) establish or amend Council policy;
 - iv) commit Council to any contractual arrangement;
 - v) require, pursuant to any other policy determined by Council from time to time, the giving of prior notice; and

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- vi) the proposed motion(s) is in writing and given to the Chairperson who must seek a resolution of approval from Council to proceed at the particular meeting.
- d) A Councillor proposing that a matter be admitted as Urgent Business must lodge it in writing with the Chief Executive Officer no later than 30 minutes prior to commencement of the meeting.
- e) The Chief Executive Officer may identify and determine a matter appropriate for Council to consider admitting as urgent business and will advise the Mayor as soon as practicable.

3.7 Public Questions, Representations and Submissions

Overview:

As outlined in the purpose of these Governance Rules, Council meetings are held for Council to make its decisions. Although members of the public do not have a statutory right to address Council, provisions are made for Council to respond to questions from the community and for the public to make submissions to Council.

At each meeting there is an opportunity for members of the public to ask questions of the Council. Assistance will be available for any member of the public who requires and seeks support to write their question(s).

Petitioning is a long-established process for members of the community to demonstrate community support for a request or views on a matter, and for that request or view to be presented directly to Council.

This section sets out the procedures to be followed to submit a question, representation, submission or petition, the circumstances under which a question, representation, submission or petition may be disallowed and the process for addressing and responding to the question or petition at or after the meeting.

Council meetings are broadcast to the public and recorded, this includes public questions and representations.

3.7.1 Public Question Time

- a) There shall be a public question time at every meeting to enable members of the public to submit questions to Council. Question time will be for a period of 30 minutes. Council may resolve to alter this time period.
- b) There will be no public question time held at unscheduled meetings or during the local government election caretaker period.
- c) Questions submitted to Council must be submitted in writing by 4pm on the day prior to the Council Meeting:
 - i. In the form approved; or
 - ii. by email to Council's prescribed email address; or
 - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- d) Questions that are received after the deadline will be held over to the next meeting.
- e) The Chief Executive Officer or delegate must read the text of question on the submitter's behalf and the Chairperson may then direct the question to be answered by the Chief Executive Officer or a nominated officer.
- f) Like questions may be grouped together and a single answer provided.

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- g) No person may submit more than two questions at any meeting. If a person has submitted more than two questions to a meeting, the third and further questions:
 - i) may, at the discretion of the Chairperson, be deferred until all other persons who have asked a question have had their questions asked and answered; or
 - ii) may not be asked if the time allotted for public question time has expired.
- h) A question may be disallowed by the Chairperson if the Chairperson determines that it:
 - i) relates to a matter outside the duties, functions and powers of Council;
 - ii) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - iii) deals with a subject matter already answered;
 - iv) is aimed at embarrassing a Councillor or a member of Council staff;
 - v) relates to personnel matters;
 - vi) relates to the personal hardship of any resident or ratepayer;
 - vii) relates to industrial matters;
 - viii) relates to contractual matters;
 - ix) relates to proposed developments;
 - x) relates to legal advice;
 - xi) relates to matters affecting the security of Council property; or
 - xii) relates to any other matter which Council considers would prejudice Council or any person.
- i) All questions and answers must be as brief as possible, and no discussion may be allowed other than for the purposes of clarification.
- j) The Chairperson may nominate a Councillor or the Chief Executive Officer to respond to a question.
- k) A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is put on notice, the answer to it must be recorded in the minutes of Council. A written copy of the answer must be sent to the person who asked the question. It is expected that responses to questions will be within Council service levels for correspondence.
- l) Council will have a standard agenda item (with a report) that reflects unanswered questions from question time. This will keep a sequential dated record of questions asked and responses.
- m) A Councillor or the Chief Executive Officer may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or Chief Executive Officer (as the case may be) must state briefly the reason why the reply should be so given and, unless Council resolves to the contrary, the reply to such question must be so given.

3.7.2 Public representations

The public may make a presentation on all agenda items in a meeting. These items will be called "public representations" on the Council agenda, and:

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- a) presenters must be submitted in writing by 4pm on the day prior to the relevant meeting:
 - i. In the form approved; or
 - ii. by email to Council's prescribed email address;.or
 - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- b) no unregistered public presenters will be allowed to speak;
- c) the presenter will be given 3 to 5 minutes to address the relevant agenda item(s). Extension of this time is at the discretion of the chair;
- d) any Councillor can ask questions of the presenter; and
- e) all representations must relate to items on the agenda and be heard prior to each respective agenda item being considered by Council.

3.7.3 Public questions and representations from members of the public not in attendance

- a) Council may, by resolution, determine that the Chief Executive Officer must develop a procedure that enables the submission of questions and statements by members of the public who are not in attendance but are viewing the live broadcast to be admitted to the meeting;
- b) A procedure developed in accordance with sub-rule a) must give consideration to:
 - i) Accessibility;
 - ii) Community members in attendance at the meeting; and
 - iii) Relevance of the question or representation to an item on the agenda for the meeting.

3.7.4 Petitions and Joint Letters

- a) A petition or joint letter received by the Council or an individual Councillor must be lodged with the Chief Executive Officer.
- b) A petition must be on the specified form published by Council available on Councils website and must:
 - i) be in legible and permanent writing;
 - ii) have the full name, address and signature of all individual signatories;
 - iii) not be defamatory, indecent, abusive or objectionable in language or content;
 - iv) not relate to matters beyond the powers of the Council; and
 - v) include the whole of the request of the petitioners or signatories on each page.
- c) The Chief Executive Officer must arrange for petitions to be submitted to the next practicable meeting following their receipt.
- d) Only the petitioner's request and the number of signatories will be included in the Agenda for the Council meeting at which it will be considered.
- e) If a petition is addressed to an individual Councillor, and listed on the agenda, that Councillor may read the petition out at the Council meeting without speaking to it. Other petitions will be read by the Chief Executive Officer or his/her delegate.
- f) The only motions that may be considered for any petitions are:
 - i) that the petition be received; and

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- ii) that the petition be referred to the Chief Executive Officer for consideration and response; or
- iii) that the petition be referred to the Chief Executive Officer for a report to a future Council meeting.
- g) If the petition relates to any item already on the agenda for the Council meeting at which the petition is submitted, the matter may be dealt with in conjunction with that agenda item.
- h) If the petition relates to an operational matter, the Council must refer it to the Chief Executive Officer for consideration.
- i) If the petition relates to:
 - i) a planning matter which is the subject of a public notification process under the *Planning and Environment Act 1987*; or
 - ii) a statutory matter which is the subject of a public submission process;
 the petition will be treated as a joint submission in relation to the planning matter or statutory matter (as the case may be).
- j) A petition may nominate a person to whom a reply must be sent, but if no person is nominated or is the obvious intended contact person, the Council may reply to the first signatory who appears on the petition.
- k) Any petitions that do not comply with these Governance Rules:
 - i) can be referred to relevant Councillors by the Chief Executive Officer for their information; and
 - ii) can be tabled as a joint letter at a Council Meeting.
- l) Nothing in this sub-rule shall prevent the Chief Executive Officer from determining that an electronic or online petition will be submitted to a Council meeting or the Council resolving to consider a petition as urgent business under rule 3.6.4.

3.7.5 Deputations and presentations

- a) Deputations to be referred to Mayor.
- b) Summary of submissions:
 - i) A deputation must lodge with the Chief Executive Officer, a written submission detailing the subject matter of the deputation prior to the deputation addressing Council.
- c) A deputation wishing to be heard by Council may make a written request to the Chief Executive Officer who must refer the request to the Mayor.
- d) Consideration of request:

The Mayor may:

 - i) ask the Chief Executive Officer to include the deputation on the agenda for a future Council Meeting; or
 - ii) ask the Chief Executive Officer to include a request for a deputation on the Agenda for a future Council meeting; or
 - iii) in consultation with the Chief Executive Officer, decline the request.
- e) Chief Executive Officer to determine Councillor Briefing request referred to.

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If the Mayor asks for a deputation to be heard, the Chief Executive Officer must notify all Councillors of that direction, and also notify a member of the deputation of the date, time, and place at which the deputation will be heard.

f) Limitations of time upon speakers

Council will not hear more than two (2) speakers on behalf of any deputation, and the Chairperson may set time limits on the length and address of each speaker for a period of 3 minutes.

g) Questions but no discussion permitted

Councillors and members of Council staff may question the deputation on matters raised by it for purposes of clarification; but no discussion will be allowed.

h) Matter to be determined at a subsequent meeting.

No motion must be allowed on any deputation until the next meeting after the deputation has been heard.

i) Prior meeting with deputation

A deputation must meet with Council's appropriate department prior to addressing Council so that the procedures detailed in these sub-rules can be discussed and explained.

3.7.6 Public addressing the meeting

- a) Any member of the public addressing Council must extend due courtesy and respect to Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.
- b) Council may suspend standing orders in accordance with rule 3.12, to hear from a community member or representative of an organisation, on matters of significance to the Council, only if prior arrangements have been made by written request to the Mayor or Chief Executive Officer.

3.7.7 Prohibited items

- a) A person may not bring into the Council Chamber or any building where a meeting is being, or is about to be held, including outside the entrance to the building, any item that may affect the safety or security of the meeting.
- b) Items considered to affect the safety or security of a meeting include:
 - i) Any object larger than a small backpack;
 - ii) Devices that amplify sound;
 - iii) Any other object identified by a Councillor, Council staff or security officer suspected to be dangerous or inappropriate.
- c) The Chairperson may cause the removal of any object or material that is deemed by the Chairperson to be objectionable or disrespectful.

3.7.8 Chairperson may remove

- a) Members of the public present at a Council meeting must not interject during the Council meeting.
- b) If a person, other than a Councillor, interjects or gesticulates offensively during the Council meeting, the Mayor may direct:
 - i) the person to stop interjecting or gesticulating offensively; and

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- ii) if the person continues to interject or gesticulate offensively, the removal of the person.
- c) In causing a person's removal under sub-rule b) ii), or the removal of an object or material under this sub-rule, the Chairperson may ask the Chief Executive Officer, an Authorised Officer or a member of security or Victoria Police to remove the person, object or material.

Explanatory Note: *It is intended that this power to remove a member of the public, be exercisable by the Chairperson, without the need for any Council resolution. The Chairperson may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens his or her authority in chairing the meeting.*

3.7.9 Chairperson may adjourn disorderly meeting

- a) The Chairperson may call a break in a meeting for either a short time, or to resume another day if:
 - i) the behaviour at the Council table or in the gallery is significantly disrupting the meeting; or
 - ii) a meeting has been in progress for longer than 2 hours.
- b) The break referred to in sub-rule a) is an adjournment.
- c) If the Chairperson calls a meeting to resume on another day, the provisions of rule 3.4.5 apply.

3.8 Motions and Debate

Overview:

This section describes the procedure for introducing a motion or amendment, the rules of debate, foreshadowing a motion or amendment and the duty of the Chairperson in relation to accepting motions and amendments. It also describes the process for a Councillor lodging a notice of motion for consideration and/or indicating they will raise a matter at the next Council meeting.

A Councillor may move any motion related to an item included in the agenda. In the interest of transparency and informed decision making, motions or amendments should not introduce new matters to a debate that have not been the subject of the report or background of the motion being considered by Council. Motions are required to be submitted in writing so they can be displayed to the meeting.

As a resolution must be able to be acted upon, a motion must clearly state what is intended and what its effect will be if it becomes the decision. This provides clarity for the implementation of Council decisions.

This section also describes the circumstances and procedures under which a Council decision can be rescinded or altered. It also prescribes a procedure under which a Council policy can be altered or varied.

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.

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- 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.

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- 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.

3.8.3 Introducing a motion at a Council meeting

Before a motion at a Council Meeting is moved, a Councillor may introduce it by indicating, in not more than two (2) minutes:

- a) its intent; or
- b) the desired outcome, if it is passed.

3.8.4 Unacceptable motions at a Council meeting

Any motion which is determined by the Chairperson at a Council meeting to be:

- a) defamatory;
- b) objectionable in language or nature;
- c) vague or unclear in intention;
- d) outside the powers of Council; or
- e) irrelevant to the item of business on the agenda and has not been admitted as urgent or general business, or
- f) purports to be an amendment but is not;

must not be accepted by the Chairperson.

3.8.5 Moving a motion or an amendment to a motion at a Council meeting

Provided rule 3.8.4 does not apply, the procedure for moving any motion or amendment to a motion is:

- a) the mover must state the motion and be given an opportunity to introduce the motion in accordance with rule 3.8.3;
- b) the motion must be seconded by a Councillor other than the mover;
- c) if a motion is not seconded, the motion lapses;
- d) if a motion or an amendment is moved and seconded the Chairperson must ask:

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- e) "Is the motion or amendment opposed?"
- f) if a Councillor indicates opposition, then the Chairperson must call on the mover to address the Council meeting;
- g) after the mover has addressed the meeting, the seconder may address the Council Meeting, or the seconder may reserve his or her right to speak later in the debate;
- h) after the seconder has addressed the Council meeting (or after the mover has addressed the Council meeting if the seconder does not address the Council meeting) the Chairperson must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion; and
- i) if, after the mover has addressed the Council meeting, the Chairperson has invited debate and no Councillor speaks to the motion, then the Chairperson must put the motion to the vote.

3.8.6 Right of reply

As a mover of the motion, the Councillor has a right of reply to sum up the debate.

- a) The mover of a motion has a right of reply to matters raised during debate.
- b) The mover of a motion loses his or her right of reply if an amendment to the motion is carried.
- c) The mover of an amendment to a motion does not have a right of reply.
- d) A Councillor exercising a right of reply must not introduce any new matter.
- e) After the right of reply has been taken, the motion must immediately be put to the vote without any further discussion or debate.

3.8.7 Moving an amendment to a motion

- a) Subject to sub-rule b), a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- b) A motion to confirm a previous resolution of Council cannot be amended.

3.8.8 Agreed alterations to a motion or amendment

- a) A motion having been moved and seconded may, with the consent of the mover and seconder, be amended by the minute taker by leaving out, inserting or adding words which must be relevant to the motion and framed so as to complement it as an intelligible and consistent whole, provided that the amendment is made before the motion is voted on.
- b) With the leave of the Chairperson, both the mover and seconder of a motion may agree to an alteration to the original motion proposed by any other Councillor. This does not necessitate the recording of an amendment into the minutes of the meeting as the alteration would then form part of the substantive motion.
- c) A Councillor may request at any time before a vote is taken on a motion or amendment which is in two or more parts, that each part be put to the vote separately. The Chairperson may agree with or refuse such a request or can decide to put any motion to the vote in separate parts.

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**3.8.9 Who may propose an amendment**

An amendment to a motion may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.

3.8.10 Who may debate an amendment

A Councillor may address the meeting once (1) on any amendment, whether or not they have spoken to the original motion, but their debate must be confined to the terms of the amendment.

3.8.11 How many amendments may be proposed

- a) Any number of amendments may be proposed to a motion but only one (1) amendment may be accepted by the Chairperson at any one time.
- b) No second or subsequent amendment may be taken into consideration until the previous amendment has been dealt with.

3.8.12 An amendment to a motion once carried

- a) If the amendment to a motion is carried, the motion as amended then becomes the motion before the Council meeting.
- b) the mover and seconder of the amendment are deemed to be the mover and seconder of the motion before the meeting.

3.8.13 An amendment to a motion if lost

- a) If the amendment to a motion is lost, the debate can resume from where it left off.
- b) A Councillor who has already spoken to the original motion must not speak again unless to continue the debate as if the amended motion had not been put.

3.8.14 Withdrawal of motions

Before any motion is put to the vote, it may be withdrawn by the mover with agreement from the seconder or by resolution of Council.

3.8.15 Chairperson may allow motions to be moved in a block

The Chairperson may, in his or her discretion, allow or request Councillors to move "like items" in a block.

3.8.16 Priority of address

In the case of competition for the right to speak, the Chairperson must decide the order in which the Councillors concerned will be heard.

3.8.17 Motions in writing

- a) All motions, except procedural motions, should be in writing.
- b) Council may adjourn the Council meeting while the motion is being written or Council may defer the matter until the motion has been written, allowing the Council meeting to proceed uninterrupted.
- c) The Chairperson may request the person taking the minutes of the Council meeting to read the motion or amendment to the Council meeting before the vote is taken.

3.8.18 Debate must be relevant to the question

- a) Debate must always be relevant to the question before the Chairperson, and, if not, the Chairperson must request the speaker to confine debate to the question.

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- b) If after being requested to confine debate to the question before the Chairperson, the speaker continues to debate irrelevant matters, the Chairperson may direct the speaker to be seated and not speak further in respect of the question then before the Chairperson.
- c) A speaker to whom a direction has been given under sub-rule b), must comply with that direction.

3.8.19 Speaking times

A Councillor must not speak longer than the time set out below, unless granted an extension by the Chairperson:

- a) the mover of a motion or an amendment: five (5) minutes;
- b) seconder of the motion or an amendment: three (3) minutes;
- c) any other Councillor: three (3) minutes; and
- d) subject to rule 3.8.6, the mover of a motion exercising a right of reply: two (2) minutes.

3.8.20 Addressing the Council Meeting

If the Chairperson so determines:

- a) Any person addressing the Chairperson must refer to the Chairperson as:
Madam Mayor; or
Mr Mayor; or
Madam Chair; or
Mr Chair; or
as the case may be.
- b) All Councillors, other than the Mayor, must be addressed as
Cr _____(name).
- c) All members of Council staff, must be addressed as
Mr, Mrs or Ms _____(name) as appropriate or by their official title.

3.8.21 Foreshadowing motions

- a) At any time during debate a Councillor may foreshadow a motion so as to inform Council of his or her intention to move a motion at a later stage in the Council meeting, but this does not extend any special right to the foreshadowed motion.
- b) A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the Chairperson being resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- c) A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the meeting.
- d) The Chief Executive Officer or person taking the minutes of the meeting will not record a foreshadowed motion in the minutes until the foreshadowed motion is formally moved.

3.8.22 Right to ask questions

- a) Subject to sub-rule c), a Councillor may, prior to the debate when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Council.

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- b) Questions are not to be asked between moving and seconding a motion except to seek clarification on the motion moved.
- c) The Chairperson has the right to disallow any question that does not specifically relate to the motion or amendment directly before it and to disallow any question should they, in the reasonable opinion of the Chairperson, be considered irrelevant.
- d) The Chairperson has the right to limit questions and direct that debate be commenced or resumed.

3.8.23 Procedural motions

- a) Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the Chairperson.
- b) Procedural motions require a seconder.
- c) Notwithstanding any other provision in these Governance Rules, procedural motions must be dealt with in accordance with the procedures set out in the Procedural Motions Table in this rule 3.8.23.

3.8.24 Bereavement Motions

- a) A Councillor may propose a bereavement motion, which is a motion called in recognition of the passing of a significant community member.
- b) A bereavement motion will be considered in reports from Councillors.
- c) A bereavement motion does not require a notice of motion and is not considered as urgent business.

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PROCEDURAL MOTIONS TABLE

Motion	Form	Mover/Seconder	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Adjournment of debate to later hour and/or date	'That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	a) During the election of the Mayor/Deputy Mayor; b) During the election of a Chairperson; or c) When another Councillor is speaking	Motion and any amendment is postponed to the stated time and/or date	Debate continues unaffected	Yes
Adjournment of debate indefinitely	'That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	a) During the election of a Chairperson; b) When another Councillor is speaking; c) When a motion would have the effect of causing Council to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later Council meeting if on the agenda	Debate continues unaffected	Yes
The Closure (of debate)	'That the motion now be put'	Any Councillor who has not moved or seconded the original motion or spoken for/against the original motion	During nominations for a <i>Chairperson</i>	Motion or amendment is put to the vote immediately without further debate, subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion	Debate continues unaffected	No
Laying a motion on the table (pausing debate)	'That the motion be laid on the table'	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	a) During the election of a Chairperson; b) When another Councillor is speaking; c) When a motion would have the effect of causing Council to be in breach of a legislative requirement	Motion and amendment is not further discussed or voted on until: a) Council resolves to take the question from the table at the same Council meeting; or The matter is placed on a subsequent agenda and Council resolves to take the question	Debate continues unaffected	No
Take a motion from the table (resume debate on a matter)	'That the motion in relation to xx be taken from the table'	Any Councillor	When no motion is on the table	Debate of the item resumes	Debate of the item remains paused	No

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Motion	Form	Mover/Seconder	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Proceeding to next business	<p>'That the meeting proceed to the next business:</p> <p>Note: This motion:</p> <p>a) may not be amended;</p> <p>b) may not be debated; and</p> <p>must be put to the vote as soon as seconded'</p>	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	<p>a) During the election of a Chairperson;</p> <p>b) When another Councillor is speaking;</p> <p>c) When a motion would have the effect of causing Council to be in breach of a legislative</p>	<p>If carried in respect of:</p> <p>a) An amendment - Council considers the motion without reference to the amendment;</p> <p>b) A motion – no vote or further discussion on the motion until it is placed on an agenda for a later Council meeting</p>	Debate continues unaffected	No
Repetitious Motion	'That the motion is a Repetitious Motion'	A Councillor who has not spoken to the motion or any amendment of it	<p>a) During the election of a Chairperson;</p> <p>b) When another Councillor is speaking</p>	<p>a) No vote or further discussion on the motion unless it is placed on an agenda for a later meeting;</p> <p>b) Proceed to next business</p>	Debate continues unaffected	Yes
Alter the order of business	'That the item listed at xx on the agenda be considered before/after the item listed as xy'	Any Councillor	<p>(a) At a Meeting to elect the Mayor; or</p> <p>(b) During any debate</p>	Alters the order of business for the meeting	Items are considered in the order as listed in the agenda	No
Suspension of Standing Orders	'That Standing Orders be suspended to ...' (reason must be provided)	Any Councillor (including the Mayor/Chairperson)	During debate	The rules of the <i>Meeting</i> are temporarily suspended for the specific reason given in the motion	The meeting continues unaffected	No and no debate or decision on any matter. Resolution to resume Standing Orders is the only decision permissible.
Resumption of Standing Orders	'That Standing Orders be resumed'	Any Councillor (including the Mayor/Chairperson)	Between a motion being moved and seconded	The temporary suspension of the rules of the meeting is removed	The meeting cannot continue	No

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Motion	Form	Mover/Seconder	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Consideration of confidential matter(s) (Close the meeting to members of the public)	That, in accordance with section 66(2)(a) of the Act, the meeting be closed to members of the public for the consideration of item ## which is confidential as it relates to ## (insert grounds from definition)	Any Councillor	During the election of the Mayor/Deputy Mayor	The meeting is closed to members of the public	The meeting Continues to be open to the public	Yes
Reopen the meeting	'That the meeting be reopened to members of the public'	Any Councillor		The Meeting is reopened to the public	The meeting remains closed to the public	No

3.8.24 Notice of Rescission or Amendment

- a) A previous resolution of Council may be rescinded or amended by:
 - i) a report included on the agenda for a Council meeting; or
 - ii) a notice of rescission or amendment proposed by a Councillor in accordance with this rule 3.8.24.
- b) Councillor may propose a notice of rescission or amendment provided:
 - i) the resolution proposed to be rescinded or amended has not been acted on; and
 - ii) the notice of rescission or amendment is received in writing by the Chief Executive Officer in accordance with rule 3.8.1, setting out:
 - iii) the resolution to be rescinded or amended; and
 - iv) the meeting and date when the resolution was carried.

Explanatory Note: It should be remembered that a notice of rescission or amendment is a form of notice of motion. Accordingly, all provisions in these Governance Rules regulating notices of motion equally apply to notices of rescission.

- c) The Chief Executive Officer, or a member of Council staff with responsibility for it, may implement a resolution at any time after the close of the meeting at which it was made. A resolution will be deemed to have been acted on if:
 - i) its contents have, or substance has, been formally communicated to a person whose interests are materially affected by it; or
 - ii) a statutory process has been commenced;
 so as to vest enforceable rights in or obligations on Council or any other person.

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Explanatory Note: By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard). In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.

Sub-rule 3.8.24 c) would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.

3.8.25 Notice of Rescission or Amendment if lost

If a notice of rescission or amendment is lost, a similar motion may not be put before Council for at least six (6) months from the date it was last lost, unless Council resolves that the notice of rescission or amendment be re-listed at a future Council meeting.

3.8.26 If not moved

If a notice of rescission or amendment is not moved at the Council meeting at which it is listed, it lapses.

3.8.27 May be moved by any Councillor

A notice of rescission or amendment listed on an agenda may be moved by any Councillor present but may not be amended.

3.8.28 When not required

A notice of rescission or amendment is not required where Council wishes to change policy.

3.8.29 Changes to Council Policy

- a) Council reviews its policies to ensure they are current and continue to reflect community expectations and the position held by Council.
- b) It is good practice for Council to review significant policies at least once in each Council term (every 4 years) and such reviews may lead to change in policy position.
- c) Subject to sub-rule d), if Council wishes to change a Council policy, a formal notice of rescission is not required.
- d) If a policy has been in force in its original or amended form for less than 12 months, any intention to change the policy which may result in a substantial change to the policy's application or operation for members of the public should be communicated to those affected, and their comment sought, prior to the policy being changed.

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3.9 Voting

Overview:

At the conclusion of debate on a matter before the meeting, the Chairperson must put the question, motion or amendment to the vote. Each Councillor is entitled to one vote and voting must be able to be seen by those participating in the meeting and those observing the meeting. The vote is determined by a majority of the Councillors present at the meeting at the time the vote is taken voting in favour of the motion.

If a vote is tied, the Chairperson has a casting vote.

Sometimes a Councillor may want his or her vote to be recorded – this is provided for in this section, along with the procedure for when a Councillor calls for a division on a vote which is when the way in which each Councillor voted is recorded.

Provision is made for the introduction of an electronic voting system as long as Council has resolved to implement the system and all participants in a meeting and those observing a meeting are able to see which way Councillor has voted on a matter at the time the vote is taken.

3.9.1 How a motion is determined

- a) To determine a motion before a Council Meeting, the Chairperson must:
 - i) first call for those in favour of the motion;
 - ii) then those opposed to the motion; and
 - iii) if required, identify any Councillor who has abstained from voting, and then declare the result to the Council Meeting.

3.9.2 How a motion is determined

In the event of a tied vote, the Chairperson has a casting vote in accordance with the Act.

3.9.3 By show of hands

Unless Council resolves otherwise, voting on any matter is by show of hands.

3.9.4 Procedure for a division

- a) Immediately after any question or motion is put to a Council meeting and before the next item of business has commenced, a Councillor may call for a division.
- b) When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.
- c) When a division is called for, the Chairperson must:
 - i) first ask each Councillor wishing to vote in the affirmative to raise a hand and upon such request being made, each Councillor wishing to vote in the affirmative must raise one (1) of his or her hands;
 - a. the Chairperson must then state and the Chief Executive Officer or his or her delegate must record, the names of those Councillors voting in the affirmative; and
 - ii) then ask each Councillor wishing to vote in the negative to raise a hand and upon such request being made, each Councillor wishing to vote in the negative must raise one (1) of his or her hands;

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- a. the Chairperson must then state and the Chief Executive Officer or his or her delegate must record, the names of those Councillors voting in the negative;
- b. the Chief Executive Officer or his or her delegate must record, the names of those Councillors who abstained from voting.

3.9.5 No discussion once declared

Once a vote on a question or motion has been taken, no further discussion relating to the question or motion is allowed unless the discussion involves:

- a) a Councillor requesting, before the next item of business is considered, that his or her opposition to a resolution be recorded in the minutes;
- b) foreshadowing a notice of rescission or amendment where a resolution has just been made; and or a positive motion where a resolution has just been rescinded; or
- c) foreshadowing a notice of rescission or amendment, in which case what is foreshadowed must be noted in the minutes of the Council meeting.

Explanatory Note: For example, rule 3.9.5 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.

For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded. Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-rule b), to discussion about a positive motion where a resolution has just been rescinded.

3.10 Points of Order**Overview:**

A point of order is taken when a Councillor officially draws the attention of the Chairperson of a Council Meeting to an alleged irregularity in the proceedings. Valid points of order, the process for raising and ruling on a point of order, and the procedure if there is dissent on the Chair's ruling are described in this section.

3.10.1 Points of Order

A point of order may be raised in relation to:

- a) an act that is contrary to these Governance Rules;
- b) an act of disorder or conduct in contravention of the Councillor Code of Conduct;
- c) a question of procedure under these Governance Rules;
- d) an act or conduct that is frivolous, vexatious or constitutes improper conduct; or
- e) any act of disorder.

3.10.2 Procedure for point of order

- a) A Councillor raising a point of order must nominate the ground under rule 3.10.1 relied upon to support the point of order being taken.
- b) When the point of order is raised, the Councillor who is speaking must stop and remain silent until the point of order is decided upon, unless otherwise directed by the Chairperson.
- c) The Chairperson may request a Councillor provide an explanation in respect to the point of order raised.

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**3.10.3 Chairperson to decide**

The Chairperson must decide all points of order by stating the provision, rule, practice or precedent which he or she considers applicable to the point raised without entering into any discussion or comment.

3.10.4 Chairperson may adjourn to consider

- a) The Chairperson may adjourn the Council meeting to consider a point of order, but otherwise must rule on it as soon as it is raised.
- b) All other questions before Council are suspended until the point of order is decided.

3.10.5 Dissent from Chairperson's ruling

- a) A Councillor may move that the Council meeting disagree with the Chairperson's ruling on a point of order, by moving:
"That the Chairperson's ruling [setting out that ruling or part of that ruling] be dissented from".
- b) When a motion in accordance with this sub-rule is moved and seconded, the Chairperson must leave the Chair; the Deputy Mayor, or temporary Chairperson appointed by the meeting must take his or her place.
- c) The temporary Chairperson must invite the mover to state the reasons for his or her dissent and the Chairperson may then reply.
- d) The temporary Chairperson must put the motion in the following form:
"That the Chairperson's ruling be dissented from."
- e) If the vote is in the negative, the Chairperson resumes the Chair and the Council meeting proceeds.
- f) If the vote is in the affirmative, the Chairperson must then resume the Chair, reverse or vary (as the case may be) his or her previous ruling and proceed.
- g) The defeat of the Chairperson's ruling is in no way a motion of censure or no confidence in the Chairperson; and should not be so regarded by the Council meeting.

3.10.6 Contradiction or Opinion

A point of order may not be raised to express a mere difference of opinion or to contradict a speaker.

Explanatory Note: *Rising to express a difference of opinion or to contradict a speaker is not a point of order.*

3.10.7 Disorderly Conduct by a Councillor

- a) The conduct of Councillors at Council meetings is governed by the Act, these Governance Rules and the Councillor Code of Conduct.
- b) During the course of any Council meeting, Councillors must comply with the Councillor Code of Conduct, a copy of which is available on the website, or can be obtained by contacting the Chief Executive Officer's office
- c) Where a Councillor engages in improper or disorderly conduct, or acts in a way that otherwise disrupts the meeting, and prevents the conduct of Council business:
 - i) Council may, by resolution, suspend that Councillor from a portion of the meeting or from the balance of the meeting where the Chairperson has warned the Councillor to cease that behaviour; or

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- ii) The Mayor, under section 19 of the Act, at a Council meeting, having previously warned the Councillor to cease that behaviour, may direct a Councillor to leave the meeting for a period of time or the balance of the meeting.
- d) Where Council suspends a Councillor under sub-rule c) i), or the Mayor directs a Councillor to leave the meeting under sub-rule c) ii) the Councillor will take no active part in the portion of the meeting from which he or she has been suspended.
- e) If a Councillor has been suspended from a meeting or directed to leave in accordance with sub-rule c) the Chairperson may ask the Chief Executive Officer, an Authorised Officer or a member of Victoria Police to remove the Councillor.

The Act (section 19(1)(b) provides the power to the Mayor to direct a Councillor, subject to any procedures or limitations specified in the Governance Rules, to leave a Council meeting if the behaviour of the Councillor is preventing the Council from conducting its business.

3.11 Minutes

Overview:

The minutes of a meeting must contain details of the proceedings and resolutions made, be clearly expressed, be self-explanatory and incorporate relevant reports or a summary of the relevant reports considered in the decision-making process. The minutes of a Council meeting must be submitted to the next appropriate Council meeting for confirmation.

3.11.1 Keeping of minutes

- a) The Chief Executive Officer (or other person authorised by the Chief Executive Officer to attend the Council Meeting and to take the minutes of such meeting) must keep minutes of each Council meeting and those minutes must record:
 - i) the date, place, time and nature of the Council meeting;
 - ii) the names of the Councillors present and the names of any Councillors who apologised in advance for their non-attendance;
 - iii) the titles of the members of Council staff present who are not part of the gallery;
 - iv) any disclosure of an interest or a conflict of interest made by a Councillor in accordance with the Act;
 - v) arrivals and departures (including temporary departures) of Councillors during the course of the Council meeting;
 - vi) each motion, amendment moved and foreshowed motions (including motions and amendments that lapse for the want of a seconder);
 - vii) the outcome of every motion moved
 - viii) the vote cast by each Councillor upon a division;
 - ix) the vote cast by any Councillor who has requested that his or her vote be recorded in the minutes;
 - x) when requested by a Councillor, a record of their support of, opposition to, or abstention from voting on any motion, noting that under s61(5) of the Act that a Councillor present at the meeting who does not vote is taken to have voted against the question;
 - xi) questions upon notice;
 - xii) the failure of a quorum;

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- xiii) any adjournment of the Council meeting and the reasons for that adjournment; and
- xiv) the time at which standing orders were suspended and resumed.

3.11.2 Confirmation of minutes

At every Council meeting the minutes of the preceding Council meeting must be dealt with as follows:

- a) a copy of the minutes must be delivered to each Councillor no later than 2 days before the next Council meeting;
- b) if no Councillor indicates opposition, the minutes must be declared to be confirmed;
- c) if a Councillor indicates opposition to the minutes:
 - i) he or she must specify the item(s) to which he or she objects;
 - ii) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
 - iii) the Councillor objecting must move a motion clearly setting out the alternative wording to amend the minutes without speaking to the motion; and;
 - iv) the motion must then be open to debate and at the conclusion of debate, the Chairperson must put the motion to the vote;
- d) a resolution of Council must confirm the minutes and the minutes must, if practicable, be signed by the Chairperson of the Council meeting at which they have been confirmed.

3.11.3 No debate on confirmation of minutes

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

3.11.4 Deferral of confirmation of minutes

Council may defer the confirmation of minutes until later in the Council meeting or until the next Council meeting if considered appropriate.

3.11.5 Recording of meetings

- a) If Council resolves that the proceedings of a Council meeting be recorded, the Chief Executive Officer (or his or her delegate) may record on suitable recording equipment all proceedings of a meeting of Council except where the meeting is closed to the public in accordance Section 66(2)(a) of the Act.
- b) Subject to sub-rule a), a person must not operate photographic, audio or video recording equipment or any other recording device at any Council meeting without first obtaining the consent of Council or the Chairperson (as the case may be). Such consent may at any time during the course of such meeting be revoked by Council or the Chairperson (as the case may be).
- c) Where Council has identified that it will record such meetings, visitors will also be advised by appropriate venue signage that while care is taken through recording/filming to maintain a person's privacy as an attendee in the gallery, they may be recorded on audio/film.

3.11.6 Records of Council meetings

Records should be kept of Council meetings in accordance with the Act.

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3.12 Suspension of Standing Orders

Overview:

Standing Orders are the rules made to govern the procedure at Council meetings contained in these Governance Rules. The standing orders cover a range of matters including the order of business, rules of debate, procedural motions and election procedures. Standing Orders can be suspended to facilitate the business of a meeting.

3.12.1 Suspension of Standing Orders

Council may decide to suspend the Council meeting to discuss the issues surrounding an item on the agenda. Council may hold this discussion in the Council Chamber or move to another room to discuss in private

- a) To expedite the business of a Council meeting, Council may suspend standing orders.

Explanatory Note: *The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedures. Its purpose is to enable the formalities of meeting procedures to be temporarily disposed of while an issue is discussed.*

- b) The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of Council. An appropriate motion would be:
"That standing orders be suspended to enable discussion on....."
- c) Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:
"That standing orders be resumed."

3.13 Circumstances in which Council will close a meeting to members of the public

Overview:

Council is committed to openness and transparency in its decision making and will only close a meeting to members of the public when it is unavoidable. In circumstances where a meeting is closed to the public to maintain order or safety and security, the meeting will be live broadcasted.

The Act provides the basis for matters to be considered as confidential. Council will only close a meeting to the public for consideration of confidential matters in accordance with the Act and its Public Transparency Policy.

3.13.1 Meetings closed to the public

- a) The Chief Executive Officer may determine to advertise that a meeting will be closed to members of the public if
 - i) There is reason to believe the safety or security of Councillors, Council staff or members of the public will be at risk if the meeting is open to the public; or
 - ii) All matters to be considered at the meeting are confidential in nature.
- b) Council may resolve to close a meeting to members of the public if:
 - i) There is reason to believe the safety or security of Councillors, Council staff or members of the public is at risk; or
 - ii) A meeting, has become, or is at risk of becoming so disorderly that the business of Council cannot be conducted; or

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- iii) The matter to be considered relates to confidential matters.
- c) Having closed the meeting in accordance with sub-rule b), Council may resolve that it's decision or any report considered, or any part of its decision or part of any report considered, may be released to the public, to provide clarity that a Councillor or Council staff member who discusses those elements resolved to be released is not releasing confidential information.

3.13.2 Designated Confidential information

- a) If, after the repeal of section 77(2)(c) of the *Local Government Act 1989*, the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the Act, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- b) Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing, accordingly, will be presumed to be confidential information.

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CHAPTER 4 – DELEGATED COMMITTEES

Overview:

Council may establish Delegated Committees as part of its governance framework. Delegated Committees can comprise Councillors, members of Council staff and others and must be chaired by a Councillor. As Council may delegate specific powers, duties and functions to Committees, their meeting procedures need to be formal.

Delegated Committee

- 4.1.1** If Council establishes a Delegated Committee, these Governance Rules will apply to the Delegated Committee meetings with any necessary modifications.
- 4.1.2** For the purpose of sub-rule 4.1.1:
- a) a Council meeting is to be read as a reference to a Delegated Committee meeting;
 - b) a Councillor is to be read as a reference to a member of the Delegated Committee; and
 - c) a reference to the Mayor is to be read as a reference to the Chairperson of the Delegated Committee.
- 4.1.3** If Council establishes a Delegated Committee, Council may resolve that a provision of these Governance Rules do not apply to that committee.

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CHAPTER 5 – CONFLICTS OF INTEREST

Overview:

The Act defines general and material conflicts of interest and provides exemptions for remoteness and interests in common with a substantial proportion of ratepayers along with other specific circumstances.

The Act also provides that Council must include in its Governance Rules procedures for disclosures of Conflicts of interest, including at meetings conducted under the auspices of Council that are not Council meetings. Meetings conducted under the auspices of Council include those meetings arranged or hosted by Council.

These Governance Rules provide the procedures for disclosures of conflicts of interest.

Further guidance is available from the Managing Conflicts of Interest guideline.

5.1 Obligations with regard to conflict of interest

5.1.1 Councillors, members of Delegated Committees and Council staff are required to:

- a) Avoid - all situations which may give rise to conflicts of interest;
- b) Identify - any conflicts of interest; and
- c) Disclose – or declare all conflicts of interest.

5.2 Councillors and Members of Delegated Committees

- 5.2.1** May not participate in discussion or decision-making on a matter in which they have a conflict of interest.
- 5.2.2** When disclosing a conflict of interest, Councillors must clearly state their connection to the matter.
- 5.2.3** All disclosures of conflicts of interest will be recorded in the minutes of a Council or Delegated Committee meeting.

5.3 Procedure at a Council or Delegated Committee meeting

- 5.3.1** At the time indicated in the agenda, a Councillor with a conflict of interest in regards to an item on that agenda must indicate they have a conflict of interest by clearly stating;
 - a) The item for which they have a conflict of interest; and
 - b) Whether their conflict of interest is general or material; and
 - c) The circumstances that give rise to the conflict of interest.
- 5.3.2** Immediately prior to the consideration of the item in which they have a conflict of interest, a Councillor or member of a Delegated Committee must indicate to the meeting the existence of the conflict of interest and leave the meeting.
- 5.3.3** A Councillor who is not present at the designated time in the agenda for disclosures of conflicts of interest, must disclose their conflict of interest in the manner that is required for the declarations of conflicts of interest at sub-rule 5.3.1 prior to leaving the meeting.
- 5.3.4** A Councillor or member of a Delegated Committee who discloses a conflict of interest and leaves a Council meeting must not communicate with any participants in the meeting while the decision is being made.

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5.4 Procedure at Advisory Committee Meetings and other meetings organised, hosted or supported by Ballarat

- 5.4.1** A Councillor or a member of an Advisory Committee who has a conflict of interest must not participate in discussion of matters that will come before Council for a decision, or the subject of a decision to be made by a member of staff acting under delegation.
- 5.4.2** At the time indicated on the agenda, a Councillor or a member of an Advisory Committee with a conflict of interest will indicate the existence of the conflict of interest and the matter in which the conflict of interest arises.
- 5.4.3** If there is no agenda, a Councillor or a member of an Advisory Committee with a conflict of interest will indicate the existence of the conflict of interest as soon the matter arises.
- 5.4.4** At the time for discussion of that item, the Councillor or a member of an Advisory Committee will leave the discussion and not communicate with any members of the meeting for the duration of the discussion.
- 5.4.5** The existence of a conflict of interest will be recorded in the minutes of the meeting.
- 5.4.6** If there are no minutes kept of the meeting, the conflict of interest will be recorded in a meeting record and provided to the Governance team for recording in the conflicts of interest register.
- 5.4.7** The meeting minutes or record will also record the duration of the discussion and whether the Councillor or a member of an Advisory Committee left the meeting.
- 5.4.8** Meeting records and reports will be presented to Council for noting and inclusion on the public record.

5.5 Council staff

- 5.5.1** Must act in accordance with the Employee Code of Conduct.
- 5.5.2** Must not exercise a delegation or make a decision on any matter where they have a conflict of interest.
- 5.5.3** May be permitted to provide advice to a decision maker if a conflict of interest exists, subject to the procedure and disclosure provisions at rule 5.6 and the Employee Code of Conduct.

5.6 Procedure for disclosures of conflicts of interest by Council Staff

- 5.6.1** Council staff must disclose the existence of all conflicts of interest in writing and in the form determined by the Chief Executive Officer.
- 5.6.2** All conflicts of interest disclosed by Council staff will be provided to the Governance team for recording in the conflicts of interest register.
- 5.6.3** A Council staff member who has disclosed a conflict of interest may provide advice to Council or another staff member acting under delegation if:
 - a) The number and qualifications of other people providing advice regarding the same matter is equal or greater; or
 - b) The staff member who has disclosed the conflict of interest is the only staff member with expertise in the area; and
 - c) The staff member's Director determines that the conflict of interest has not influenced the advice provided; and
 - d) The existence of the conflict of interest is documented in all advice provided by that staff member, including any Council Report(s) and in the case of verbal advice, is documented by the decision maker.

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5.7 Contractors and Consultants

5.7.1 All Contractors and consultants engaged by Council to provide advice to the decision-making process will be required to disclose conflicts of interest.

5.7.2 A Contractor or consultant who discloses a conflict of interest will not be engaged to provide advice on that matter unless;

- a) The conflict is so remote or insignificant it could not be considered to influence the advice being provided; or
- b) There are no other contractors or consultants reasonably available and qualified to provide the technical advice required; and
- c) The conflict of interest is documented in all advice provided by that contractor or consultant, as well as any Council Report(s). or consultant.

The Act has specific provisions governing conflicts of interest:

Section 127 of the Act - General conflict of interest

- (1) *(1) Subject to section 129, a relevant person has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.*
- (2) *For the purposes of subsection (1)—*

private interests means any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief;

public duty means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.

128 Material conflict of interest

- (1) *Subject to section 129, a relevant person has a material conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.*
- (2) *The benefit may arise or the loss incurred—*
 - (a) *directly or indirectly; or*
 - (b) *in a pecuniary or non-pecuniary form.*
- (3) *For the purposes of this section, any of the following is an affected person—*
 - (a) *the relevant person;*
 - (b) *a family member of the relevant person;*
 - (c) *a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body;*
 - (d) *an employer of the relevant person, unless the employer is a public body;*
 - (e) *a business partner of the relevant person;*
 - (f) *a person for whom the relevant person is a consultant, contractor or agent;*
 - (g) *a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee;*
 - (h) *a person from whom the relevant person has received a disclosable gift.*

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CHAPTER 6 – DELEGATIONS

Overview:

Council can make decisions (act) in two ways – by resolution at a Council meeting or by delegation (others acting on its behalf). The Act provides for Council to delegate to the Chief Executive Officer powers, duties or functions of a Council.

Delegation of Council powers to the Chief Executive Officer and other members of Council staff is a long-established practice to enable day to day operational decisions to be made efficiently. Delegation of Council powers is primarily enabled and regulated by the Local Government Act 2020, however powers, duties and functions may be delegated from a range of Acts, Regulations and local laws.

Additionally, the Act and other legislation confers some powers duties and functions directly to the Chief Executive Officer. These may also be delegated by the Chief Executive Officer to various positions in the organisation's structure.

Delegations are to a position in the organisational structure rather than to a person.

6.1 Delegations

- 6.1.1** A delegate must exercise and perform the duties and functions set out in the Instrument of Delegation and in accordance with any legislation or policies of Council.
- 6.1.2** A delegate making a decision that will affect any person's rights, will identify whose rights may be affected and provide an opportunity for that person (or persons) to convey their views regarding the effect on their rights, and consider those views.
- 6.1.3** Where appropriate, delegates must keep records of decisions and actions taken under delegation.
- 6.1.4** The Chief Executive Officer may designate certain decisions made under delegation as matters to be reported to Council.
- 6.1.5** Council's public register of delegations will be available on its website and for inspection, on request, at Council's offices.

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CHAPTER 7 – JOINT COUNCIL MEETINGS

Overview:

Regional collaboration provides benefits to the Ballarat community through collective procurement, increased advocacy and alignment for major projects. While on some matters that are worked on in partnership it's possible for the participating Councils to make their own decisions and determinations, in some circumstances, it may be beneficial to hold joint Council meetings as provided for in the Act.

7.1 Collaboration through partnership

7.1.1 Council may resolve to participate in a joint Council meeting to consider:

- a) Matters subject to discussion of the [insert existing alliance];
- b) Collaborative projects;
- c) Collaborative procurement; or
- d) Emergency Response.

7.1.2 If Council has resolved to participate in a joint Council meeting, the Chief Executive Officer (or delegate) will agree on governance rules with the participating Councils.

7.2.3 Where Ballarat is the lead Council on a matter to be brought for consideration at a joint Council meeting, the Mayor will be nominated to Chair the joint Council meeting.

The Act has specific provisions governing joint meetings of Councils:

Section 62 of the Act – Joint meetings of Councils

- (1) Two or more Councils may determine to hold a joint meeting.
- (2) A joint meeting is a Council meeting of each Council for the purposes of this Act and the provisions of this Act, except section 61(3), (4) and (5)(d), apply accordingly.
- (3) A joint meeting is to be constituted by the Councillors of the Councils holding the joint meeting consisting of—
 - (a) the total number of Councillors determined by the Councils holding the joint meeting; and
 - (b) at least 3 Councillors from each of the Councils holding the joint meeting.
- (4) A quorum at a joint meeting is constituted by the number of Councillors that is equal to at least a majority of the Councillors from each of the Councils holding the joint meeting.
- (5) Subject to subsections (2) and (6), the procedures for conducting a joint meeting are to be determined by the Councils holding the joint meeting.

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CHAPTER 8 – WHAT INFORMS DECISION-MAKING

Overview:

Advisory Committees play a key role in connecting community views and experts with the decision-making processes of Council. These committees provide advice to Council and to Council officers exercising delegation to make decisions or implement policy.

These committees, are usually comprised of community members and Councillors, and may sometimes include representatives of community organisations. These committees are essential forums to provide input to the development of Council policy and decision making in their areas of focus.

Reporting of these committees to Council is a transparency mechanism.

The appointment of Councillors to specific areas of responsibility also provides a framework for relationships between Councillors and the administration of Council to underpin informed decision-making.

Council also has Councillor representatives on external committees and organisations to ensure Council's voice is heard in key priority areas. These committees and organisations also inform Council, via its representatives, in regard to sector and/or expert views.

This section also provides for the appointment of Councillors as members of committees established by the Council, and as Council representatives or delegates on external committees and organisations.

8.1 Advisory Committees

8.1.1 Role and Term of Advisory Committees

- a) In the first year of each Council term, Council will establish its Advisory Committees for the next four years;
- b) Advisory Committees established by Council will be consulted for input on related policy, strategy or major operational proposals.
- c) Advisory Committees established by Council will be chaired by a Councillor appointed in accordance with rule 8.1.2;
- d) Each Advisory Committee will be established in accordance with a model terms of reference determined by the Chief Executive Officer that at a minimum will prescribe:
 - i) Membership terms that provide for renewal of membership and continuity of contribution, with provision for initial appointments to support rotation of memberships;
 - ii) Inclusive and transparent recruitment processes for community member membership and participation;
 - iii) Requirements for disclosures of conflicts of interest; and
 - iv) A description of the roles of members including attendance and participation requirements, role of the committee, Councillor chair, reporting requirements, and confidentiality.
- e) Any person appointed to an Advisory Committee that nominates for election to Council, State Parliament or Federal Parliament must take leave of absence from their Committee position from the time of declaring they have nominated (or intend to nominate). Upon election, they will be deemed to have resigned from the Committee.

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- f) In order to maintain transparency of Advisory Committee operations, the following information is to be published on Council's website in respect of each Advisory Committee:
 - i) The Terms of Reference
 - ii) The names of all members *
 - iii) Reports of Committee activities (in minutes of Council meetings)
- g) All Advisory Committees established by Council will sunset on 30 June following each Council election, unless they have been re-established in the new Council term.

8.1.2 Appointment of Councillors to Committees, Delegated Committees and Boards

- a) At least by the last Council Meeting of the calendar year, the Council must resolve to:
 - i) allocate Councillors to nominated Advisory Committees, Delegated Committees, Stakeholder Reference Groups or board positions; and
 - ii) remove Councillors from Advisory Committees, Delegated Committees, Stakeholder Reference Groups or board positions.

Notwithstanding sub-rule i), Council may, by resolution, allocate Councillors to, and remove Councillors from, nominated Advisory Committees, Delegated Committees, Stakeholder Reference Groups and board positions at any other time.

8.1.3 Reports by Advisory Committees

- a) A Councillor who is the Chairperson of an Advisory committee; appointed by Council as a member of an Advisory Committee; community consultative committee; stakeholder reference group; or to an external body may provide to the next practicable Council meeting a written account of the most recent discussions of the committee or body.

8.1.4 Hearing Committees

- a) Council may establish Hearing Committees to provide an opportunity to hear from community members in formal setting on key issues.
- b) A Hearing Committee will be comprised only of Councillors.
- c) Where an issue affects a large proportion of the Ballarat community, all Councillors will be appointed to the Hearing Committee.
- d) Priority will be given to those members of the community who have registered an interest in addressing a Hearing Committee.
- e) Community members will be provided with reasonable notice of the date and time that they will be invited to address a Hearing Committee.
- f) Council may resolve that a Hearing Committee meeting will be held electronically and make provisions for community members to address the committee by a video conferencing tool.
- g) Council may resolve a Hearing Committee meeting will be live broadcasted.
- h) A summary of proceedings of all Hearing Committee meetings held will be reported to Council.

8.5 Council Reports

- a) The Chief Executive Officer will determine the form of reports to Council prepared for inclusion in the agenda for a Council or Delegated Committee meeting.

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- b) Reports presented to Council for consideration and decision will address where relevant:
 - i) Alignment with the Community Vision, Council Plan, strategies and policies;
 - ii) Community impact;
 - iii) Climate emergency and environmental sustainability implications;
 - iv) Economic sustainability implications;
 - v) Financial implications;
 - vi) Legal and risk considerations;
 - vii) Human Rights considerations;
 - viii) Community consultation and engagement;
 - ix) *Gender Equality Act 2020*; and
 - x) Conflicts of interest that have arisen in the preparation of the report.

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CHAPTER 9 – COUNCIL RECORDS

Overview:

Records of meetings held between Councillors and Council staff that consider matters that could be the subject of a future Council decisions should be recorded. This provides a mechanism for enhancing public trust through the recording and reporting on conflicts of interest to ensure transparency in decision-making in accordance with public transparency principles.

9.1 Records of meetings held under the auspices of Council

- 9.1.1** A record of the matters discussed at meetings organised or hosted by Ballarat City Council that involve Councillors and Council staff will be kept.
- 9.1.2** Records kept in accordance with sub-rule one will include:
- a) The attendees at the meeting;
 - b) The title of matters discussed;
 - c) Any conflicts of interest disclosed and whether the person with the conflict of interest left the meeting.
- 9.1.3** Where minutes are kept of a meeting and made available to the community an additional record is not required to be kept.

The Act has specific provisions governing recording of conflicts of interest in a meeting conducted under the auspices of Council:

Section 131 of the Act – Disclosure of conflict of interest at other meetings

Provides that in respect of a conflict of interest in respect of a matter at a meeting conducted under the auspices of the Council that is not a meeting specified in section 130(1)(a), (b) or (c).

- (2) A Councillor who has a conflict of interest in respect of a matter must—
 - (a) disclose the conflict of interest in the manner required by the Council's Governance Rules; and
 - (b) comply with the procedures specified in the Council's Governance Rules for the purposes of this section.
- (3) If a Councillor fails to comply with subsection (2), an application may be made under section 154 to a Councillor Conduct Panel alleging serious misconduct

"Under the auspices of Council" is taken to mean in any way resourced by Council.

9.2 Councillor Attendance Record

- 9.2.1** Council will maintain a register of Councillor attendance at Council meetings; Delegated Committee meetings; and meetings arranged to brief Councillors.
- 9.2.2** The register of attendance kept in accordance with sub-rule (1) will be published on Council's website quarterly.

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CHAPTER 10 – COMMUNITY ASSET COMMITTEES

Overview:

The Act provides for Council to establish a Community Asset Committee for the management of a community asset such as a hall. Council may appoint members of the community to the committee and delegate to it powers, duties or functions. The powers delegated to a Community Asset Committee must be limited in the amount and purpose of any financial delegation.

Community Asset Committee

- 10.1.1** In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the Chief Executive Officer under section 47(1)(b) of the Act.
- 10.1.2** Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a Community Asset Committee is in the discretion of the Community Asset Committee.
- 10.1.3** The Chief Executive Officer must submit an annual report to Council in relation to the activities and the performance of the established Community Asset Committees.
- 10.1.4** A Community Asset Committee must act in accordance with its adopted, Instrument of Delegation and any Terms of Reference adopted by Council.

Section 65 of the Act – Community Asset Committee

- (1) A Council may establish a Community Asset Committee and appoint as many members to the Community Asset Committee as the Council considers necessary to enable the Community Asset Committee to achieve the purpose specified in subsection (2).
- (2) A Council may only establish a Community Asset Committee for the purpose of managing a community asset in the municipal district

Delegation of Powers, Duties or Functions to a Community Asset Committee is provided for in Section 47 of the Act provides:

- (1) The Chief Executive Officer may by instrument of delegation delegate any power, duty or function of the Council that has been delegated to the Chief Executive Officer by the Council to—
 - (a) a member of Council staff; or
 - (b) the members of a Community Asset Committee.

This means Council may not delegate directly to a Community Asset Committee

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CHAPTER 11 – ELECTION PERIODS

Overview:

The Election Period Policy governs the conduct of Council, Councillors and members of Council staff during an election period to ensure appropriate decision-making in the lead up to a Council election. The Election Period prohibits the use of Council resources for any election campaign and puts in place a procedure to ensure Council does not print, publish or distribute any material that may influence the outcome of the election.

Additionally, the Election Period Policy addresses Councillors and staff standing as candidates in Council, State or Federal elections.

11.1 Election Periods Generally

11.1.1 Council will have in place an election period policy that:

- a) Governs decision making during a local government election period, including what may be considered at a Council meeting;
- b) Prohibits the use of Council resources for any election campaign purposes, including Federal, State or Council elections;
- c) Sets out the conditions for any community engagement required to be undertaken during an election period, including consultations, Civic events, and activities of Advisory Committees established by Council;
- d) Sets out the requirements for any Council publications during a local government election period – including the website, social media, newsletters and advertising – to ensure Council does not publish material that relate to issues that are the subject of election campaigns;
- e) Defines roles and responsibilities in relation to who is the spokesperson for Council during an election period; and
- f) Sets out the requirements for a Councillor or member of Council staff who is a candidate in an election including a Federal, State or Council election.

11.1.2 At least once in each Council term and, not later than 12 months prior to the commencement of an election period, Council will review its election period policy.

11.1.3 The Election Period Policy forms part of these Governance Rules.

11.1.4 The operation of Council Advisory Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

11.1.5 Any outstanding Delegate's Reports may still be reported to a meeting of Council during this period.

11.1.6 Council Committees shall resume meeting following the election and the appointment by the incoming Council of Councillors to each committee.

Section 69 of the Act – Governance Rules to include election period policy

- (1) A Council must include an election period policy in its Governance Rules.
- (2) An election period policy must prohibit any Council decision during the election period for a general election that—
 - a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
 - b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
 - c) the Council considers could be reasonably deferred until the next Council is in place; or
 - d) the Council considers should not be made during an election period
- (3) An election period policy must prohibit any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to

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11.2 Election Period Policy

11.2.1 Purpose

The Act requires Council to include an Election Period Policy (Policy) in its Governance Rules.

11.2.2 Scope

There are specific caretaker provisions in the Act that Councils must implement during the election period. These include limits on Council publications, public consultation, the scheduling of Council events, and prohibitions on certain types of decisions.

The election period (or caretaker period) commences from the time nominations close on nomination day and ends at 6pm on election day (32 days). During the election period, Council will be deemed to be in 'election caretaker mode'.

The provisions in this policy apply throughout the election period unless otherwise stated.

This policy has been written to provide a guide only for Councillors, candidates, Delegated Committee Members and Council staff and is not a substitute for legal advice. Individuals should seek their own independent advice if they are unsure about any aspect of the Act in relation to the election period.

11.2.3 Policy Statement

In the lead up to a general election, the Local Government sector adopts a caretaker period to avoid actions and decisions that may be interpreted as inappropriate and to ensure there is no inappropriate use of resources during the election period that appear to influence voters or bind an incoming Council.

11.2.4 Council Business

The Chief Executive Officer must ensure as far as possible that:

- a) No later than 30 days prior to the commencement:
 - i) all Councillors, Managers and Council officers are informed of the requirements and application of this policy; and
 - ii) a copy of this policy is given to all Councillors.
- b) Matters of Council business requiring significant decisions are scheduled for Council to consider prior to the commencement of the election period; or deferred where appropriate for determination by the incoming Council.
- c) All Candidates are familiar with the policy.

11.2.5 Prohibited Decisions

During the election period, section 69 of the Act prohibits any Council and Delegated Committees from making a decision during the election period for a general election that:

- a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
- b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or

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- c) the Council considers could be reasonably deferred until the next Council is in place; or
- d) the Council considers should not be made during an election period.

If Council considers that there are extraordinary circumstances where the Ballarat and wider community would be significantly disadvantaged by Council not making a particular major policy decision, Council will, by resolution, request an exemption from the Minister for Local Government in accordance with section 177 of the Act. The request for exemption is not automatically granted.

11.2.6 Guidance on Decisions

During the election period, Council will follow procedures to prevent making decisions that would affect voting at an election or decisions that may unreasonably bind an incoming Council and could reasonably be deferred until after the election.

Examples of inappropriate decisions include:

- Allocating community grants or other direct funding to community organisations;
- Major planning scheme amendments;
- Changes to strategic objectives and strategies identified in the Council Plan;
- Adopting policy; and
- Setting advocacy positions.

All documentation prepared for Council or Delegated Committee meetings will be carefully vetted by the Chief Executive Officer or Delegate to ensure that no agenda item is included that could potentially influence voters' intentions at the general election or could encourage Councillor candidates to use the item as part of their electioneering.

11.2.7 Consideration for Officers with Delegated Authority

Before making decisions under delegated authority during the election period, Council staff should consider the following:

- a) Whether the decision is 'significant';
- b) The urgency of the issues (can it wait until after the election? or it cannot be reasonably deferred without major negative repercussions);
- c) Whether the decision is likely to be controversial; and
- d) Whether the decision is in the best interests of Council.

It is the responsibility of the Chief Executive Officer to determine if a matter is significant and if it is urgent.

11.2.8 Business at Council and Delegated Committee meetings

Council and Delegated Committee meeting papers will be reviewed to ensure that no agenda item is included that could potentially influence voters' decision at the election or give rise to a prohibited major decision or inappropriate decision.

11.2.9 Community Engagement

Community engagement is an integral part of Council's policy development process and operations. During the election period, however, Council will undertake procedures to limit this consultation to reduce the perception that this may influence voting. Councillors

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acknowledge that issues raised through the consultation, and decisions that follow, may also unreasonably bind the incoming Council.

No public consultation will be undertaken during the election period unless authorised by a Council decision that acknowledges the application of this policy and justifies to the Ballarat community the special circumstances making it necessary and how the risks of influencing the election will be mitigated or prevented.

There will be no Public Question and Submission Time during the election period.

11.2.10 Council Resources

Public resources must not be used in a manner that would influence the way people vote in elections. Council will ensure that Council resources are not used inappropriately during a Council election and comply with the requirements of the Act.

Council resources, including offices, Council staff, hospitality services, equipment, electronic equipment and stationery will be **used exclusively for normal Council business** during the election period, and will not be used in connection with any electioneering activity.

Equipment and facilities provided to Councillors for the purpose of conducting normal Council business will not be used for campaigning purposes.

11.2.11 Council Information

Information and briefing material prepared by Council staff for Councillors during the election period will relate only to factual matters or to existing Council services to assist Councillors in conducting normal day to day activities.

Access to historical briefings and workshop papers will be suspended for the duration of the election period.

An **Information Request Register** will be established by the Executive Manager, Governance and Risk and maintained by the Statutory Compliance unit, commencing on the 1st day of the election period. This register will be a public document (available for inspection) that records all requests for information **by all candidates**, and the responses given to those requests.

Responses to candidates' requests will only be provided by Managers, Executive Managers, Directors or the Chief Executive Officer.

11.2.12 Council Communication

Council communication **will not be used in any way** that might influence the outcome of a Council election.

Publicity of Council events will be restricted to the communication of normal Council activities.

Media inquiries regarding the election or possible election outcomes will only be responded to by the Chief Executive Officer or the Manager, Communications and Marketing.

In the election period no media releases will be issued quoting or featuring the Councillor(s). When media releases are issued, these will contain facts only.

Councillor correspondence will be managed in the usual process. Correspondence addressed to councillors will not be responded to regarding any election matter during the election period. All correspondence responded to by councillors will not reference any election matter and will be restricted to normal Council business.

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**11.2.13 Council Publications**

The Act places limitations on Council from printing, publishing or distributing publications during the election period. This is to ensure that Council does not utilise public funds that may influence, or be seen to influence, people's voting intentions.

During the election period Council's website will not contain material which is precluded by this policy or the statutory requirements relating to publications. Any references to the election will only relate to the election process. Profiles of the current Mayor and Councillors will be removed from Council's website during the Election Period, but the website will retain their contact details for their day-to-day role as Councillor.

Any new material published on Council's website during the election period that **may** be considered to be an advertisement, handbill, pamphlet or notice must also be subject to the certification process. Council agendas, minutes and the annual report are considered exempt from certification.

The Annual Report will be compiled during the election period and will not contain any material that could be regarded as electioneering or that inappropriately promotes individual Councillors. Information about Councillors will be restricted to names, contact details, titles, membership of Delegated Committees and other bodies to which they have been appointed by the Council.

Council's newsletter 'myBallarat' will not be produced or distributed during the election period.

Any publication of comments or new content on social media sites that are managed by Council must be certified by the Chief Executive Officer during the election period. At the commencement of the election period, Council will advise social media subscribers that comments containing electoral matter will be deleted.

11.2.14 Council Events

During the election period, Council will undertake procedures to limit the scheduling of Council events during this period. Councillors acknowledge that the scheduling of Council events in the lead up to elections may raise concerns over their potential use by sitting Councillors for electioneering purposes.

No Council event will be scheduled during the election period unless authorised by a Council decision that acknowledges the application of this Policy and justifies to the Ballarat community the special circumstances making it necessary and how the risks of influencing the election will be mitigated or prevented.

Councillors should refrain from delivering speeches or keynote addresses at Council-organised or sponsored events and functions during the election period other than protocol speeches, such as short welcome and thank you speeches.

Any speech or address should have prior approval of the Chief Executive Officer or Manager Communications and Marketing. Councillors may continue to attend events and functions which are staged by external organisations during the election period.

11.12.15 Assistance to Candidates

The Council affirms that all candidates for the Council election will be treated equally, fairly and without discrimination. Any assistance, information and advice to be provided to candidates as part of the conduct of the Council election will be provided and made accessible equally to all candidates.

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All election related enquiries from candidates, whether sitting Councillors or not, will be directed to the Returning Officer or, where the matter is outside the responsibilities of the Returning Officer, to the Chief Executive Officer or a designated Council staff.

11.12.16 Electoral Signs

Councillors and prospective candidates must comply with City of Ballarat Community Local Law 2017 for the placement of advertising / electoral signs within the City of Ballarat municipality.

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Governance Rules

2021 Review

Community Engagement Statement



Part A – GENERAL COMMENTS

1. Introduction

Revised Governance Rules have been developed and are being proposed for adoption by Council as part of the compliance requirements of the *Local Government Act 2020 (Act)*. The Act requires Council to develop, adopt and implement Governance Rules for the way that Council conducts meetings, makes decisions, records of meetings and must include an Election Period Policy. The focus of which is to ensure the principles of good governance are incorporated; and transparency of Council decisions made in the best interest of the municipal community. To achieve this, Council decision-making needs to consider the local economic, social and environmental conditions toward sustainable planning for future generations to come.

This Community Engagement Statement has been prepared to inform the community about the proposed Governance Rules and to assist any member of the public who may wish to make a submission to Council during the public consultation process

2. Background

Section 60 of the Act requires that each Council develop, adopt and apply governance rules that describe the way they will conduct Council meetings.

3. Methodology

The proposed Governance Rules is being developed under section 60 of the Act and will operate throughout the Ballarat City Council municipal district.

The development process included:

- benchmarking against the corresponding meeting procedures of other Victorian Councils to assess where Council's current Local Law could be improved;
- consultation with Councillors to make necessary adjustments to the Governance Rules to ensure the ongoing promotion of representation and fairness in discussion on matters, effective and efficient conduct of Council meetings in accordance with overarching governance principles outlined in the Act.

4. Objectives

The revised Governance Rules continue to incorporate the overarching governance principles outlined under Section 9 of the Act.

**Proposed Governance Rules
Community Engagement Statement**



5. Principles

Council must, in the performance of its role, give effect to the overarching governance principles outlined in the Act. These principles are:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) The municipal community is to be engaged in strategic planning and strategic decision making;
- e) Innovation and continuous improvement is to be pursued;
- f) Collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) The ongoing financial viability of the Council is to be ensured;
- h) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i) The transparency of Council decisions, actions and information is to be ensured.

6. Consultation

In accordance with section 60(4) of the 2020 Act, Council must ensure that a process of community engagement is followed in developing its Governance Rules. The proposed Governance Rules will be released for community engagement via Council's mySay website for 21 days; during which, affected members of the community are invited to make written submissions. Following consideration of any submissions, the proposed Governance Rules will be presented to Council for adoption.

Proposed Governance Rules
Community Engagement Statement



PART B – COMMENTS ON SPECIFIC CHAPTERS / RULES OF THE PROPOSED GOVERNANCE RULES

The proposed Governance Rules is being made under section 60(1) of the Act and will operate throughout the municipal district of the Ballarat City Council.

Chapter, Rule (s) or section of Governance Rules and Description / heading	Removed / Changed / Added	Rule or Wording
Chapter 3.5 – Election of the Mayor	Removed	<ul style="list-style-type: none"> Rule 3.5.1 - Clarification regarding the order of business for the election of the Mayor. Rule 3.5.1 c) ii) removed as Election report is not required to be submitted at first meeting following the election. Rule 3.5.1 c) v) removed appointment of Chairperson as s25(3)(a) of the Act require Chief Executive Officer to preside over the election of the Mayor.
Chapter 3.7 – Public Questions and Submissions	Changed	<ul style="list-style-type: none"> Rule 3.7.1: Public Questions received in advance to enable community members receive full and timely responses at Council Meeting. Public Questions received in writing by 4pm the day prior to the Council Meeting. Questions received after the deadline will be carried over to the next meeting. Like questions may be grouped and a single response provided. Public representations to be submitted in writing by 4pm the day prior to the Council Meeting.
Chapter 3.8 – Motions and Debate	Changed	<ul style="list-style-type: none"> Rule 3.8.22 Right to ask questions amended from 'at any time' to 'prior to the debate' to provides clearer separation in relation to debate arguments and governance process related to motion, amendment or alteration. Bereavement motions has been included to ensure consistency and will be raised in reports from Councillors.
Chapter 3.8 – Motions and Debate	Added	<ul style="list-style-type: none"> Rule 3.8.24 Bereavement Motions. Added structured process for the presenting of bereavement motion in recognition of the passing of a significant community member and how motion introduced to meeting.

Proposed Governance Rules
Community Engagement Statement



Chapter 5 – Conflicts of Interest	Removed	<ul style="list-style-type: none"> Rule 5.2.4 removed publishing of the conflict of interest register as this is governed by the Public Transparency Policy and may contact material that is subject to <i>Privacy and Data Protection Act 2014</i>.
Chapter 8 – What Informs Decision Making	Changed	<ul style="list-style-type: none"> Rule 8.1.2 - administrative changes to the Advisory Committees and inclusion of Stakeholder Reference Groups. Rule 8.1.3 – changed reference to reports by Advisory Committees to remove inconsistencies with relevant reporting requirements as outlined in the committee Terms of Reference. Inclusion of the <i>Gender Equality Act 2020</i> in the Council Reports

Contact Us

Want to know more and get engaged, please contact [Governance](#) for more information.

8.12. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES - 28 JULY AND 11 AUGUST 2021

Division: Corporate Services
Director: John Hausler, Director Corporate Services
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 28 July, 2021 and 11 August 2021 four 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 28th July and 11th August, 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 fortnightly, 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
2020/21-550	Panel comprising of: A) Ballarat Messengers, B) Geoff Carter C) M & J Light Freight D) Robinsons Deliveries	\$750,000 estimated total (excluding GST)	Provide freight deliveries to City of Ballarat Libraries	Partial
2020/21-502	Panel comprising of:	Schedule of Rates	Provision of Heating, Ventilation and Air Conditioning	Yes

	A) JE Mechanical and Plumbing Services Pty Ltd B) Beaumont Air-Elec Pty Ltd C) A.G. Coombs Services D) Regional Air Conditioning and Electrical Pty Ltd		Capital Installation Providers	
2019/20-422	S.J. Weir (Ballarat) Pty Ltd	\$370,074.10 (excluding GST)	Provision of Heat Recovery and Air Handling Unit Upgrade at Ballarat Aquatic Centre	Yes
2020/21-20	Sebastopol Urban Forest Project	\$473,200.00 (excluding GST)	Provision of tree planting and maintenance	Partial

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 28th July and 11th August, 2021.

ATTACHMENTS

1. Confirmed Contracts Minutes of meeting held Wednesday 11 August 2021 [8.12.1 - 5 pages]
2. Contracts Minutes of meeting held Wednesday 28 July 2021 [8.12.2 - 8 pages]

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***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

11 August 2021

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 11 AUGUST 2021 AT 12:30PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

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

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Matthew Wilson (Director Community Wellbeing)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Phillip Barnett (Project Officer)
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 28th July, 2021 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

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Contracts Special Committee Minutes

11 August, 2021

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5.1 CONTRACT 2020/21-20 SEBASTOPOL URBAN FOREST PROJECT
(RO – Bridget Wetherall / Phillip Barnett)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approve a contract for the provision of tree planting and maintenance throughout Sebastopol.

BACKGROUND

2. The scope of the contract involves the supply, planting and maintenance of 1352 trees throughout the suburb of Sebastopol as part of the Spotlight on Sebastopol program.
3. The Sebastopol Urban Forest project is an initiative funded through the Spotlight on Sebastopol program with the Victorian State Government (via Regional Development Victoria).
4. The suburb of Sebastopol has one of the lowest percentages of canopy cover in the municipality and is therefore vulnerable to impacts of rising temperatures. Tree planting is one of the most effective ways to lower the surface temperature and reduce the impacts of heat stress on our community. Sebastopol Tree Planting and Urban Forest Implementation Project will increase tree canopy cover by planting and maintaining 1352 street trees throughout Sebastopol.

KEY MATTERS

5. The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 1 July 2021. The invitation period closed on 21 July, 2021 with eight tenderers submitting a responses.
6. The evaluation panel met on 30 July, 2021 to assess the tenders.
7. The project is fully funded by the Victorian State Government.

RESOLUTION**8. That the Contracts Approval Delegated Committee:**

- 6.1 Resolves to enter in Contract Number 2021/22-20 for the provision of tree planting and maintenance with BC Garden Construction Pty Ltd for the total tendered price of \$473,200.00 (ex GST).
- 8.2 Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.

Moved Cr Tracey Hargreaves
Seconded Cr Mark Harris

CARRIED

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Contracts Special Committee Minutes

11 August, 2021

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Ben Taylor
Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 12.32pm

Confirmed this 25th day of August, 2021

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



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

28 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 28 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)
Mr John Hausler (Director Corporate Services)
Mr Matthew Wilson (Director Community Wellbeing)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Cameron Montgomery (Executive Manager Governance and Risk)
Mr Darren Sadler (Executive Manager Property Services and Facilities Maintenance)
Ms Jenny Fink (Executive Manager Learning and Community Hubs)
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 14th July, 2021 as circulated, be confirmed.

Moved Cr Tracey Hargreaves
Seconded Cr Ben Taylor

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Ben Taylor
Seconded Cr Tracey Hargreaves

CARRIED

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5.4 ANIMAL SHELTER BEQUEST (RO EVAN KING / CAMERON MONTGOMERY) CONFIDENTIAL (Personal Information and Council Business Information)	

5.1 CONTRACT 2020/21-550 LIBRARY COURIER

(RO – Matthew Wilson / Jenny Fink)

SUMMARY

1. This report recommended that the Contracts Approval Delegated Committee approve a contract to provide freight deliveries to the City of Ballarat libraries and the wider Central Highlands Libraries network.

BACKGROUND

2. The City of Ballarat uses a range of freight and courier services to transport library items between the Ballarat libraries and the wider Central Highlands libraries network. The courier network is co-ordinated through the Ballarat Libraries and pickups occur from the main Ballarat library building.

KEY MATTERS

3. The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 15 April 2021. The invitation period closed on 12 May, 2021 with six tenderers submitting a responses.
4. The evaluation panel met on 29 June, 2021 to assess the tenders.
5. Following the evaluation meeting, a preferred panel of suppliers were recommended which all have an established history of providing good customer service, same day deliveries within scheduled time frames and value for money.

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

- 6.1 Resolves to enter in Contract Number 2020/21-550 for the provision of Panel of Approved Suppliers – Library Light Freight with Ballarat Messengers, Geoff Carter, M & J Light Freight and Robinsons Deliveries for the estimated total tendered price of \$750,000.00 (ex GST) over the life of the contract. The contract term is 1 year with the provision of four, one (4x1) 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 Mark Harris

CARRIED

5.2 CONTRACT 2020/21-502 HVAC CAPITAL PANEL
(RO – Bridget Wetherall / John McKenna)**SUMMARY**

1. This report recommended that the Contracts Approval Delegated Committee approve Council to enter into a contract for the provision of heating, ventilation and air-conditioning (HVAC) Capital Installation Providers – panel of approved suppliers.

BACKGROUND

2. Council requires qualified companies or individuals with the capacity, professional approach and technical ability to fulfil Council's Building and Facility Management needs with a critical emphasis on quality, delivery and customer service.
3. The type of works would include but not limited to:
 - Minor office renovations / re-fit works
 - Refurbishment of public facilities and structures
 - New mechanical switchboards
 - New air handling units
 - New packaged & split air conditioning systems
 - New ventilation systems
 - New ductwork
 - New chillers
 - New boilers, heat exchangers, pumps etc.
 - Providing knowledge and input with BMS systems and controls
 - Advice on new mechanical plant suitability, efficiencies etc. in line with Council's carbon reduction commitments

KEY MATTERS

4. The tender was advertised in the Ballarat Times News Group, Council's Website and eProcure from 14 May 2021. The invitation period closed on 9 June 2021 with eight tenderers submitting responses. Two of the tenderers were deemed local providers.
5. The tender responses were carefully evaluated by the evaluation panel members. The evaluation panel recommended four (4) suitably qualified and experienced providers to have submitted tenders of the required quality and which achieved the lowest overall VFM scores. Two (2) out of the four tender submissions recommended were deemed local providers.

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

6.1 Resolves to enter into Contract Number 2020/21 – 502 for the provision of Heating, Ventilation & Air-conditioning (HVAC) Capital Installation Providers – Panel of Approved Suppliers with the following companies based on their submitted Schedules of Rates:

- JE Mechanical & Plumbing Services Pty Ltd;
- Beaumont Air-Elec Pty Ltd;
- A G Coombs Services;
- Regional Air Conditioning & Electrical Pty Ltd

6.2 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

5.3 CONTRACT 2019/20-422 HEAT RECOVERY AND AHU'S UPGRADE PROJECT AT BALLARAT AQUATIC LIFESTYLE CENTRE (BALC)
(RO – Bridget Wetherall / John McKenna)

SUMMARY

1. The purpose of this report is to report back to Contracts Committee on a number of contract variations that were required during the course of the recently completed project – Heat Recovery & Air Handling Unit (AHU) Upgrade at Ballarat Aquatic & Lifestyle Centre – Contract No: 2019/20-422.

BACKGROUND

2. The scope of the project involved the upgrade of air handling units 1 & 2 incorporating high efficiency heat recovery and associated mechanical works which includes re-building of the main rooftop plant room enclosure.
3. The intent of the project works was to upgrade and improve boiler and associated plant efficiency to ensure pool temperatures and patron comfort are consistently met to the highest standard at the facility. Further to this, the project was to improve efficiencies and energy consumption to Council's highest energy consuming facility in line with Council's commitment to working towards carbon neutrality. By utilising high efficiency heat recovery from the boiler and air handling unit plant this goal has been achieved.
4. The project has also provided Council an opportunity to renew associated aging infrastructure at the facility that is at capacity, nearing end of life and which can be deficient at times especially during the cooler Ballarat winter months. The project scope was developed by specialist independent mechanical engineers following detailed investigations, research and design.
5. Following a City of Ballarat tender process and contract award recommendation, on the 1 July 2020, Contracts Special Committee resolved to:

“Enter into Contract number 2019/20-422 for the provision of Ballarat Aquatic Centre – Heat Recovery and AHU's Upgrade Project with SJ Weirs (Ballarat) Pty Ltd for the total tenderer price of \$370,074.10 (excl GST)”.

KEY MATTERS

6. Following some Covid 19 associated delays on supply of required mechanical equipment, the project successfully reached Practical Completion in May 2021.
7. During the course of the project works the following four (4) matters were encountered which required works that varied the original contract award sum:

Variation No:1

Replacement of three (3) Mechanical Sound Attenuators for - \$32,168.40 & GST

During the course of the works, it was identified that the existing sound attenuators within AHU 1 roof plant room were showing signs of age and deterioration. As the existing plant room and mechanical plant surrounding these large attenuators was fully renewed, it was viewed as most economical and cost effective to also undertake these additional works also. Undertaking these replacement works at a later time after the new plant room is constructed would likely be difficult and costly. This variation was therefore approved.

Variation No:2

Additional Plant Room Floor Cladding - \$2,640.00 & GST

Contracts Special Committee Minutes

28 July, 2021

Due to a minor discrepancy between the consultants sets of design drawings, additional floor cladding was required to be installed by the contractor. This variation was therefore approved.

Variation No:3

Credit for re-use of existing steel mesh flooring to roof platform- \$1,200.00 & GST

During the course of the works the builder identified a small cost saving by re-using the existing steel mesh grating to the roof plant room platform, which was in good condition. This variation was therefore approved.

Variation No:4

Replacement of Existing Supply & Return Air Ductwork - \$19,526.10 & GST

Following demolition of the existing roof plantroom enclosure and equipment servicing Air Handling Unit 1, inspections of the existing large supply and return air ducts to pool deck identified corrosion and deterioration. Replacement of the existing ductwork would be a difficult and expensive task after the new roof plant room enclosure and mechanical plant was installed around these metal ducts. It was viewed as the most economical and cost effective time to also undertake these additional works. This variation was therefore approved.

Final Project Financial Summary:

\$370,074.10 & GST - (Original Contract Award):

+\$32,168.40 & GST - (Variation No.1);

+\$ 2,640.00 & GST - (Variation No.2);

- \$ 1,200.00 & GST - (Variation No.3);

+\$19,526.10 & GST - (Variation No.4)

=\$423,208.60 & GST – Revised Contract Sum (Approx. 14.5% above original Contract Award Amount).

RESOLUTION**8. That the Contracts Approval Delegated Committee:****8.1 Review and note the above project variation report for its information.**

Moved Cr Mark Harris

Seconded Cr Tracey Hargreaves

CARRIED

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 12:44pm

Confirmed this 11th day of August, 2021

.....
Cr Ben Taylor
Chairperson

8.13. 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 Suzanne Verdoorn.
2. The report is to also revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Virginia McLeod.

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. Suzanne Verdoorn holds the position of Acting Coordinator Compliance and Parking Enforcement, 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 Virginia McLeod under the *Planning and Environment Act 1987*. Virginia McLeod 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. Suzanne Verdoorn 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 Virginia McLeod (R181/20).

ATTACHMENTS

1. Governance Review **[8.13.1 - 2 pages]**
2. S11A Suzanne Verdoorn **[8.13.2 - 2 pages]**

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

OFFICIAL

OFFICIAL

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



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



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

In this instrument "**officer**" means -

Suzanne Verdoorn

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

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

Date:

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

..... Mayor/Councillor

..... Chief Executive Officer

8.14. S11B INSTRUMENT OF APPOINTMENT AND AUTHORISATION (ENVIRONMENT PROTECTION ACT 2017)

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

PURPOSE

1. The purpose of the report is to adopt the S11B Instrument of Appointment and Authorisation under the *Environment Protection Act 2017*.

BACKGROUND

2. The Chief Executive Officer appoints the majority of authorised officers under section 224 of the *Local Government Act 1989*, through Council's delegation to the Chief Executive Officer. However, the appointment of authorised officers under the *Environment Protection Act 2017* cannot be delegated by the Chief Executive Officer and must be made through a resolution of Council.
3. The *Environment Protection Act 2017* has given Council the power to appoint Authorised Officers under the Act.

KEY MATTERS

4. Suzanne Verdoorn holds the position of the Acting Coordinator Compliance and Parking Enforcement, and the *Environment Protection Act 2017* requires Council to endorse the authorisation for the officer to undertake duties authorised by Council.
5. Simon Ogilvie holds the position of the Compliance Events Officer, and the *Environment Protection Act 2017* requires Council to endorse the authorisation for the officer to undertake duties authorised by Council.

OFFICER RECOMMENDATION

6. **Exercise the powers conferred by s242(2) of the *Environment Protection Act 2017* and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, Ballarat City Council resolved that:**
 - a. **Suzanne Verdoorn and Simon Ogilvie be appointed and authorised as set out in the instruments.**
 - 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.**

ATTACHMENTS

1. Governance Review **[8.14.1 - 2 pages]**
2. S11B Suzanne Verdoorn **[8.14.2 - 2 pages]**
3. S11B Simon Ogilvie **[8.14.3 - 2 pages]**

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. It is essential that Council's authorisations are constantly maintained and periodically monitored so that appropriate officers have the power to carry out their duties lawfully. This is a key component in Council meetings, as legislation requires Council to approve authorised officers under the *Environment Protection Act 2017*.

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.

OFFICIAL

OFFICIAL

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

OFFICIAL



*S11B Instrument of Appointment and Authorisation
(Environment Protection Act 2017)*

Ballarat City Council

**Instrument of Appointment and Authorisation
(*Environment Protection Act 2017* only)**

**CITY OF
BALLARAT** 

OFFICIAL



*S11B Instrument of Appointment and Authorisation
(Environment Protection Act 2017)*

Ballarat City Council

**Instrument of Appointment and Authorisation
(*Environment Protection Act 2017* only)**

**CITY OF
BALLARAT** 

416

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. QT41/21- John Glazebrook [8.15.2 - 1 page]
3. QT42/21 - Christine Uren [8.15.3 - 2 pages]
4. QT43/21 - Joe Boin [8.15.4 - 2 pages]
5. QT44/21 - John Barnes (Save Our Station) [8.15.5 - 1 page]
6. QT45/21 - Vickers [8.15.6 - 1 page]

OFFICIAL

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
28/04/2021 QT2021	Open	Elissa Hayes	1. Has the Resolution of Council on the 11th December 2019, to seek authorisation from the Minister for Planning been formally prepared, applied for and/or rejected? 2. Where is the written evidence that the Resolution to introduce the MRTP, LPP, FP, Rezone the GRZ areas of Miners Rest North to NRZ and insert a Schedule to the NRZ varying Clause 54 and 55, have been formally sought and/or rejected in writing?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
25/09/2021 QT41/21	Closed	John Glazebrook	The Victorian Electoral Commission has now recommended (see attached report from The Age below) that - due to their planned electoral boundary changes - the suburb and electorate of Wendouree should in future be named Eureka. Will the City of Ballarat support this recommendation and rename Wendouree Eureka as recommended?	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer provided a written response (see attached)
25/09/2021 QT42/21	Closed	Christine Uren	The implementation of a Circular economy is vital to the future of this city. I and many others, wholeheartedly support this major transition for Ballarat. It is the pathway to positivity amongst all the challenges facing us with Climate Change. • What has been the recent progress made on the major initiatives outlined in the Circular Ballarat Framework, in particular, the Circular Ballarat Roadmap and where are we now?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment provided a written response (see attached)
25/08/2021 QT43/21	Closed	Joe Boin	1. I am concerned that all levels of government have a responsibility to safeguard the safety of future generations. With this in mind, has the Council considered responding to their 2018 Declaration of a Climate Emergency with emergency action? Such action would include emergency diversion of funds from large projects like the airport development and the Bridge Mall precinct development until our climate future is safe for our children. 2. The community has no sense that the Council feels urgency in addressing its Climate Emergency. Will the Council use climate emergency language in communications with the community, and set Key Performance Indicators for council officers, that require urgent action towards the culture of sustainability as proposed in the Carbon Neutrality Plan?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment provided a written response (see attached)
25/08/2021 QT44/21	Closed	John Barnes	1. Did council submit to Heritage Victoria on the heritage permit application P34664 by ViLine for the temporary removal of the Lydiard St gates, and if so, will it make its submission public immediately? 2. On August 10th, SOS Ballarat wrote to the Mayor seeking a meeting with he and relevant officers to discuss further action to ensure the removal of the gates is temporary, and they are restored in due course. It has had no response to that letter or to the three follow-up phone calls since. Why is this, and will the Mayor and relevant officers meet with representatives of SOS (virtually) within the next week, to discuss further actions?	Natalie Robertson, Director of Development and Growth	Natalie Robertson, Director of Development and Growth to provide a written response (see attached)
25/08/2021 QT45/21	Closed	Vickers Vickers	I moved to Ballarat 6 months ago from the Bega Valley Shire. I was very heartened to hear that the Ballarat Council, like the Bega Council, has acknowledged that we are in a Climate Emergency. I would like clarification on: 1. whether the Ballarat Council has committed to an overall joint community and council target of net zero emissions by 2030, and if so 2. in what ways does the council plan to facilitate raising these targets from merely 'aspirational' and 'in principal' to a level of action that urgently responds to the existential threat detailed in the latest IPCC report.	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment to provide a written response

OFFICIAL

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OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 03 September 2021

Enquires: 03 5320 5500

Your Ref: QT41/21

Direct Email: [REDACTED]

Mr John Glazebrook

Email: [REDACTED]

Dear Mr Glazebrook

Re: Outstanding Question Time Item from 25 August 2021

In relation to your question to Council on 25 August 2021, which was:

The Victorian Electoral Commission has now recommended (see attached report from The Age below) that - due to their planned electoral boundary changes - the suburb and electorate of Wendouree should in future be named Eureka. Will the City of Ballarat support this recommendation and rename Wendouree Eureka as recommended?

The Electoral Boundaries Commission (EBC) is an independent, neutral statutory body responsible for establishing and reviewing Victoria's State electoral boundaries. The process of reviewing electoral boundaries is called a 'redivision'.

The EBC review electoral boundaries and regularly adjust them to make sure each electorate has about the same number of enrolled voters. This gives Victorians equal representation in Parliament.

Councillors have chosen not to make a submission to the proposed electoral boundaries and name changes. The process going forward is as follows:

- **6 December 2020** - Information session Stage one submissions open
- **1 March 2021** - Stage one submissions close
- **29 March to 2 April 2021** - Stage one public hearings
- **30 June 2021** - Proposed electoral boundaries released Stage two submissions open
- **30 July 2021** - Stage two submissions close
- **16 to 20 August 2021** - Stage two public hearings
- **28 October 2021** - Final boundaries released

Yours sincerely

A handwritten signature in cursive script that reads "Evan King".

Evan King
Chief Executive Officer

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 September 2021

Our Ref: BW:tct:bk

Your Ref: QT42/21

Enquiries: (61) 03 5320 5500

Email: info@ballarat.vic.gov.au

Ms Christine Uren



Email:



Dear Ms Uren

RE: CIRCULAR ECONOMY

I refer to your question asked at the Council meeting held on Wednesday 25 August 2021 as follows:

The implementation of a Circular economy is vital to the future of this city. I, and many others, wholeheartedly support this major transition for Ballarat. It is the pathway to positivity amongst all the challenges facing us with Climate Change.

- *What has been the recent progress made on the major initiatives outlined in the Circular Ballarat Framework, in particular, the Circular Ballarat Roadmap and where are we now?*
- *2050 is far too late. This is not leadership but wilful avoidance and will not help us. How can we mobilise and get this done by 2030?*

This is a 'Climate Emergency' and I would like to believe our Council wants to save our way of life for our children. We do need real leadership now and the community will support you. We all need the hope that we can change to a much better environment for us all.

This needs to be central to Ballarat Council communications with residents, business and industry.

Answer 1:

A key to the circular economy in the waste and recycling sector is to facilitate sustainable and diverse markets for use of upcycled materials and use of recovered resources from waste streams. The recent and current market based key initiatives with the City of Ballarat are:

- Implemented ASPIRE which is an on-line software platform for sharing resources from one business or community group to another. Its focus is waste avoidance as a priority rather than that material entering a waste stream. See [Circular Ballarat | City of Ballarat](#)
- Commenced "ready, set, grow", which is a facilitated business development program to learn ways to maximise resource use, minimise waste, and responsibly manage unavoidable waste. See [Circular Ballarat | City of Ballarat](#)
- Commenced a 'materials flows' project to understand the volumes and types of materials that enter Ballarat, how they are used, the wastes currently generated, the recycling and fate of those materials occurring now. This detailed understanding of scale is vital to facilitating remanufacturing opportunities from recovered resources within the region.
- Participating in a feasibility study for a network of organics processing facilities across western Victoria.

2.

- Actively seeking Government support to establish a circular economy infrastructure hub of regional significance in Ballarat, involving a combination of advanced/high tech sorting equipment, research and development for remanufacturing industry and to attract co-location of businesses using recovered resources in their production lines.

Answer 2:

I understand your question regarding the vision of Ballarat in 2050 is related to urgency associated with Climate Emergency more so than a question limited to the circular economy. Please note the City of Ballarat is currently developing a Carbon Neutrality Plan for the municipality with a target of net zero by 2030. The plan is being collaboratively developed over the coming 6-12 months with the Regional Sustainability Alliance Ballarat (RSAB) which is a network of almost 20 organisations, not-for-profit, research institutions and community individuals.

Actions that are currently underway to achieve net zero carbon emissions include:

- Signed a power purchase agreement to support the purchase of 100% renewable energy directly from large scale renewable energy sources in Victoria.
- Ongoing investment in LED streetlights to enhance energy efficiency (<https://www.ballarat.vic.gov.au/led-streetlight-replacement-project>)
- Waste reduction initiatives to reduce carbon emissions from landfill.
- Urban Forest Strategy – which seeks to enhance our tree canopy cover to 40%.
- Development of a net zero community emissions target.
- Installation of rooftop solar system on community facilities including a total of 107 kW at Girrabanya Integrated Children's Centre, Sebastopol Library and Wendouree Children's Centre in 2021.
- Participation in the Council Alliance for a Sustainable Built Environment (CASBE) project in elevating Environmentally Sustainable Design (ESD) policy objectives and standards for a joint planning scheme amendment to seek zero carbon and resilient development.
- Redevelopment of Ballarat Library incorporating ESD elements including renewable energy, LED lightings and building energy management systems.

Other actions that will be progressed, and are actions in the plan include:

- Investing in more footpaths to get people into lower carbon transport options.
- Facilities upgrades including investment in reducing carbon emissions and enhancing efficiency.
- Analysis of sustainability opportunities to reduce carbon in capital works programs.
- Progressing energy efficiency.
- Identifying fleet improvements and options for green/electric vehicles.

Please contact [REDACTED], Council's Sustainability Officer directly on [REDACTED] if you wish to discuss this matter further.

Yours sincerely



Bridget Wetherall
Director Infrastructure and Environment

CC: Mayor and Councillors
Civic Support
Agenda Preparation
Ching Tiong Tan, Sustainability Officer
Les Stokes, Executive Manager Waste and Environment

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 31 August 2021

Our Ref: BW:tct:bk

Your Ref: QT43/21

Enquiries: (61) 03 5320 5500

Email: info@ballarat.vic.gov.au

Mr Joe Boin



Email:



Dear Mr Boin

RE: CLIMATE EMERGENCY

I refer to your question asked at the Council meeting held on Wednesday 25 August 2021 as follows:

- 1. I am concerned that all levels of government have a responsibility to safeguard the safety of future generations. With this in mind, has the Council considered responding to their 2018 Declaration of a Climate Emergency with emergency action? Such action would include emergency diversion of funds from large projects like the airport development and the Bridge Mall precinct development until our climate future is safe for our children.*

During the 21 November 2018 Council meeting, Council acknowledged the Climate Emergency and the need for urgent action by all levels of government, including local councils, to reduce carbon emissions. The City of Ballarat's Carbon Neutrality and 100% Renewables Action Plan (the Action Plan) was subsequently developed and adopted by Council in 2019. The Action Plan contains almost 60 actions to reduce the City of Ballarat's corporate greenhouse gas (GHG) emissions while also providing community support to achieve carbon emission reductions.

Actions that are currently underway to achieve net zero carbon emissions include:

- Signed in a power purchase agreement to support the purchase of 100% renewable energy directly from large scale renewable energy sources in Victoria.
- Ongoing investment in the installation of LED streetlights to enhance energy efficiency.
- Waste reduction initiatives to reduce carbon emissions from landfill.
- Urban Forest Strategy – which seeks to enhance our tree canopy cover to 40%.
- Development of a net zero community emissions target.
- Installation of rooftop solar system on community facilities including a total of 107 kW at Girrabanya Integrated Children's Centre, Sebastopol Library and Wendouree Children's Centre in 2021.
- Participation in the Council Alliance for a Sustainable Built Environment (CASBE) project in elevating Environmentally Sustainable Design (ESD) policy objectives and standards for a joint planning scheme amendment to seek zero carbon and resilient development.
- Redevelopment of Ballarat Library incorporating ESD elements including renewable energy, LED lightings and building energy management systems.

2.

2. *The community has no sense that the Council feels urgency in addressing its Climate Emergency. Will the Council use climate emergency language in communications with the community, and set Key Performance Indicators for council officers, that require urgent action towards the culture of sustainability as proposed in the Carbon Neutrality Plan?*

Environmental sustainability is one of the key principles in the Council Plan 2021-2025. In the next 4 years Council seeks to lead in sustainable practice and will consider how our actions will impact the environment and work to reduce our impact on climate and promote sustainability. Among others we will deliver initiatives and priorities from our Action Plan to improve sustainability practices in City of Ballarat's core business and operations.

Several key indicators have been identified in the draft Council Plan to measure our progress in achieving the strategic objectives. For the City of Ballarat these indicators include the number of trees in the City of Ballarat asset management system, corporate emissions, behind the meter renewables, and the number of green spaces. For the community we will monitor the indicators including municipal emissions, diversion rate of kerbside waste, Local Government Performance Reporting Framework, waste consumption per capita, and usage of key active transport trails.

Please contact Ching Tiong Tan, Council's Sustainability Officer, on [REDACTED] if you wish to discuss this matter further.

Yours sincerely



Bridget Wetherall
Director Infrastructure and Environment

CC: Mayor and Councillors
Civic Support
Agenda Preparation
Ching Tiong Tan, Sustainability Officer
Les Stokes, Executive Manager Waste and Environment

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 2 September 2021

Our Ref: NR:kr

Your Ref: QT44/21

Enquiries: (61) 03 5320 5500

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

Mr John Barnes

Email: [REDACTED]

Dear Mr Barnes,

RE: OUTSTANDING QUESTION TIME ITEM – QT44/21

Thank you for your questions.

1. *Did council submit to Heritage Victoria on the heritage permit application P34664 by V/Line for the temporary removal of the Lydiard St gates, and if so, will it make its submission public immediately?*

City of Ballarat made a submission to Heritage Victoria on 4 August 2021 on the heritage permit application P34664. Our communication team has been asked to provide a copy of the submission our website and I understand that the submission was provided to you via email from Councillor, Mayor Moloney on 25 August 2021.

2. *On August 10th, SOS Ballarat wrote to the Mayor seeking a meeting with he and relevant officers to discuss further action to ensure the removal of the gates is temporary, and they are restored in due course. It has had no response to that letter or to the three follow-up phone calls since. Why is this, and will the Mayor and relevant officers meet with representatives of SOS (virtually) within the next week, to discuss further actions?*

Also understand that in his email, Mr Mayor advised that he would be happy to meet with SOS representatives and would be pleased to facilitate a meeting should this still be required.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 8 September 2021

Our Ref: BW:tct:bk

Your Ref: QT45/21

Enquiries: (61) 03 5320 5500

Email: info@ballarat.vic.gov.au

Vickers Vickers

Email: [REDACTED]

Dear Vickers

RE: CIRCULAR ECONOMY

I refer to your questions asked at the Council meeting held on Wednesday 25 August 2021 as follows:

I would like clarification on;

- 1. whether the Ballarat Council has committed to an overall joint community and council target of net zero emissions by 2030, and if so***

The City of Ballarat is currently developing a Community Net Zero Emissions Plan for the municipality with a target of net zero emissions by 2030. The Plan is being collaboratively developed over the coming 6-12 months with the Regional Sustainability Alliance Ballarat (RSAB) which is a network of almost 20 organisations, not-for-profit, research institutions and community individuals

- 2. in what ways does the council plan to facilitate raising these targets from merely 'aspirational' and 'in principal' to a level of action that urgently responds to the existential threat detailed in the latest IPCC report .***

The City of Ballarat is already working on a range of actions to achieve net zero emissions (as per the existing Carbon Neutrality and 100% Renewables Action Plan). Additional community actions to support the net zero emissions are currently being developed through the Community Net Zero Emissions Plan. These actions will require the whole community to implement initiatives to reduce emissions by 2030.

Please contact Ching Tiong Tan, Council's Sustainability Officer [REDACTED] if you wish to discuss this matter further.

Yours sincerely

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

Bridget Wetherall
Director Infrastructure and Environment

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

9. NOTICE OF MOTION

Nil

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.3 TENDER NO 2021/22-030 BALLARAT REGIONAL LANDFILL OPERATIONAL SERVICE

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position Nicholas Benyon – Acting Landfill 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)

13. CLOSE