

OFFICIAL

# Council Meeting

## Agenda

22 June 2022 at 6:30pm

Council Chamber, Town Hall, Sturt Street,  
Ballarat





The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website [www.ballarat.vic.gov.au](http://www.ballarat.vic.gov.au) in the days following the meeting.

Although every effort has been made to protect the privacy of the public, members of the public attending this meeting may be filmed. By remaining in the public gallery once the meeting commences, members of the public give their consent to being filmed, and for the recording of them to be made publicly available and used by council.

Information about broadcasting and publishing recordings of council meetings is available in council's Live Broadcasting and Recording of Council Meetings Procedure which is available on the council's website.

## **PUBLIC SUBMISSIONS**

- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- All attendees are encouraged to register their attendance by 4:30pm on the day of the meeting
- If you do wish to attend the meeting in person to make a submission, please contact [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) or call 5320 5875 to register
- Members of the public who wish to make a submission on an agenda item but who are unable to attend the meeting in person may make a submission in writing:
  - Submissions must be submitted in writing to [governance@ballarat.vic.gov.au](mailto:governance@ballarat.vic.gov.au) by no later than 4:30pm on the day of Council meeting; and
  - limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council.

**ORDER OF BUSINESS:**

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**The next Meeting of the Ballarat City Council will be held on Wednesday 27 July 2022.**

## 1. OPENING DECLARATION

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

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

## 2. APOLOGIES FOR ABSENCE

## 3. DISCLOSURE OF INTEREST

## 4. MATTERS ARISING FROM THE MINUTES

## 5. CONFIRMATION OF MINUTES

## 6. PUBLIC QUESTION TIME

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

### QUESTION TIME

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

## 7. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

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

#### PURPOSE

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

#### BACKGROUND

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

#### KEY MATTERS

##### **Ballarat Animal Shelter receives \$11.5 million in 2022/23 State Budget**

3. The City of Ballarat is delighted with the announcement that the Victorian Government will provide \$11.5 million towards the construction of a new purpose-built regional animal facility in Ballarat as part of its 2022/23 State Budget. The announcement came after years of advocacy by the City of Ballarat for a new fully compliant building to provide the best possible care for the more than 2000 lost, surrendered, abandoned, or mistreated animals who arrive at the shelter from across our region each year. On Friday 6 May, Minister for Agriculture the Hon. Mary-Anne Thomas, Western Victorian MP Andy Meddick and Government MPs Juliana Addison and Michaela Settle visited the current animal shelter for a tour.

##### **Award-winning Heritage Festival delivers with a bang**

4. From Saturday 21 to Sunday 29 of May, Ballarat played host to another successful Heritage Festival. This year's festival introduced a new addition to the program - The Food Edit, a host of festival-long food focused activities culminating in the Heritage Harvest Weekend at Sovereign Hill. In addition to a new focus on food, this year's program also featured all its festival favourites such as the Ballarat Tweed Ride, Steam Train Rides, the ever-popular Beard and Stache Competition, and the Craft Lab. Earlier this year, the Heritage Festival took out top honours in the 'Festivals and Events' category at both the 2021 Qantas Australian Tourism Awards and the 2021 Victorian Tourism Awards.

### **Australian Masters Rowing Championships held at Lake Wendouree**

5. Lake Wendouree played host to the 2022 Australian Masters Rowing Championships on Wednesday 18 to Sunday 23 of May. Although Ballarat has not hosted the masters since 2012, it is no stranger to hosting major rowing events. The historic Lake was the venue of the Melbourne 1956 Olympic Games Rowing Regatta and the World Rowing Masters Regatta in 2014. During the 2022 Masters, Ballarat turned on the weather with blue skies, sunshine and very little wind. Lake Wendouree proved to be the perfect setting for showcasing our world class rowing facilities as we continue to advocate and plan for the Commonwealth Games in 2026.

### **City of Ballarat wraps up Draft Budget Consultation**

6. On Friday 20 May, the City of Ballarat concluded consultation for the Draft Budget 2022/23. Throughout May, the City of Ballarat hosted two community consultation sessions, three media events, promoted the Budget through the mySay consultation page, placed advertising and Mayor's opinion pieces in The Ballarat Times and The Courier, promoted it through radio segments, and posted about the Draft Budget consistently through City of Ballarat owned platforms including social media and the website. The City of Ballarat received 42 submissions in total, with 6 submitters wishing to speak in support of their submission. This is more than double the number of submissions received in 2021, with 17 submissions received. The feedback will be considered when finalising the budget which will be presented to Council on 22 June, 2022.

### **Ballarat named a finalist in top tourism awards**

7. Ballarat was named a finalist for the 2022 Victorian Top Tourism Town awards. The submission, which includes a self-drive itinerary through Ballarat and surrounds, will be selected by a public vote which closed at the end of May. The itinerary showcases local producers and operators such as the Shared Table, 1816 Bakehouse, Saltbush Kitchen and Ballarat's Sanctuary Day Spa. It also offers an opportunity to promote up-and-coming businesses such as Renard, Jean-Claude (Van on a Dam) and Ellington's Wine Bar. The itinerary further celebrates Ballarat's scenery with a walking tour of street art throughout the Ballarat CBD, Lal Lal Falls and Ballarat Botanical Gardens. In 2021, Ballarat won the award for the Victorian Top Tourism Town.

### **City of Ballarat celebrates IDAHOBIT Day with record turn out**

8. On 17 May, the City of Ballarat celebrated IDAHOBIT Day with a special Rainbow Flag ceremony. This is the sixth year Council has raised the pride flag to mark the International Day against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT). The flag raising ceremony had record attendance and featured speeches from City of Ballarat Mayor Cr Daniel Moloney, Anne Tudor OAM, Victorian Senior of the Year, and other speakers including Paige Thomas, who shared their stories and experiences. During the event, a Rainbow Hearts flag was unveiled which has been hand-crafted at four community workshops run by City of Ballarat Youth Facilitators at the Ballarat and Sebastopol libraries in April and May. The flag combines more than 850 hearts, which have been joined together to create the display in support of diversity and love.

## **OFFICER RECOMMENDATION**

### **9. That Council:**

#### **9.1 Receive and note the CEO's Operational Report.**

## **ATTACHMENTS**

1. Governance Review [7.1.1 - 1 page]

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

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

**COMMUNITY IMPACT**

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

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

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

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**LEGAL AND RISK CONSIDERATIONS**

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

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

8. No community consultation and engagement was required.

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

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

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## 8. OFFICER REPORTS

### 8.1. ADOPTION OF 2022/23 BUDGET

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

#### PURPOSE

1. The purpose of this report is to present Council with the proposed 2022/23 Budget for consideration and adoption.

#### BACKGROUND

2. This report addresses the legislative requirements for Council to consider to formally adopt the proposed 2022/23 Budget for the City of Ballarat.
3. The *Local Government Act (LGA) 2020* provides that a Council:
  - Must prepare and adopt a Budget for each financial year and the subsequent three years by 30 June each year – Section 94(1) (a)
  - Must develop the Budget and any revised Budget in accordance with the financial management principles – Section 96(1)(a)
  - Must develop the Budget and any revised Budget in accordance with its community engagement policy – Section 96(1)(b)
4. Council commenced engagement in November 2021 when we asked Ballarat residents to prioritise the Council Plan's goals and objectives to help inform the Draft Budget 2022/23.
5. In accordance with Sections 94 and 96 of the *Local Government Act 2020*, Council resolved at its meeting held on 27 April 2022 to:
  - a. make the 2022/23 Draft Budget available at Council's customer service centre, Town Hall and via Council's MySay website;
  - b. invite public comment via written submissions from 28 April 2022 until 5pm Friday 20 May 2022; and
  - c. hear any person who requests to be heard in support of their submission before a meeting of the Council on 25 May 2022.
6. Council received 42 submissions for consideration at the 25 May Council meeting.

#### KEY MATTERS

7. Since the 25 May Council meeting Council have considered all submissions. A summary of each submission and an officer response is included in attachment 2.
8. Councillors were provided with all submissions in full, for review and consideration.
9. Following consideration of these submissions and recognising additional information that has become available, since preparing the draft, the following three amendments are proposed to the Draft Budget that was presented to the community.





### Federal Assistance Grants

Note 4.1.4 Grants (page 74) – The figure relating to Recurrent – Commonwealth Government – Federal Assistance Grants to be amended to read 15,756, rather than 15,000. This amendment will also be reflected in the relevant financial statements, having the effect of increasing the 30 June 2023 net result, cash balance and equity by an amount of \$756k.

- 14.2 Adopt the schedule of Fees and Charges contained within the 2022/23 Annual Budget;**
- 14.3 Note that consistent with Section 95 of the LGA 2020, the 2022/23 Annual Budget outlines the borrowings that are planned to be undertaken, for which a separate report will be required to be presented to Council for their approval prior to incurring those borrowings;**
- 14.4 Acknowledges the contribution of submitters to the budget consultation process, thank them for their contribution and note that officers will to provide a formal response to each identified submitter reflecting the information contained in Attachment 2.**

### **ATTACHMENTS**

1. Governance Review [8.1.1 - 2 pages]
2. Summary of Submission and Responses [8.1.2 - 22 pages]

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

1. The Draft Budget was prepared based on the Strategic Objectives outlined in the Council Plan and in accordance with the requirements of the Local Government Act 2020.

**COMMUNITY IMPACT**

2. The annual and four-year budget is an important component of the Integrated Strategic Planning Framework, outlining the resources required to deliver the Council Vision Strategy and Policy for the community.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. Council's commitment and investment towards Goal 1 (An Environmentally Sustainable Future) is detailed within the proposed 2022/23 budget.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The proposed budget contains details of our expenditure in the local community for the 2022/23 year.

**FINANCIAL IMPLICATIONS**

5. The proposed Budget provides details of Council's planned income raising and expenditure for the 2022/23 year and subsequent 3 years.
6. A financially responsible budget has been prepared for the community, taking into consideration Council's long term financial planning and strategy.

**LEGAL AND RISK CONSIDERATIONS**

7. Section 94 of the Local Government Act 2020 requires Council to prepare and adopt a budget for each financial year and the subsequent 3 financial years by 30 June each year.
8. Section 96 of the Local Government Act 2020 also requires Council to develop the budget in accordance with the financial management principles and its community engagement policy.

**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*.

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**COMMUNITY CONSULTATION AND ENGAGEMENT**

10. In November 2021, we asked Ballarat residents to prioritise the Council Plan's goals and objectives to help inform the Draft Budget 2022/23. Residents were asked to rank the Council Plan's six goals in order of priority and then provide their top five priorities from its 40 Strategic Objectives. 131 community members participated in this engagement.
11. Council placed the draft 2022/23 Budget on Council's Website and advertised that it had done so. Copies of the draft Budget were also available from Council's customer service at both the Town Hall and The Phoenix building.
12. 42 submissions were received and considered by Council prior to considering adoption of the proposed budget.

**GENDER EQUALITY ACT 2020**

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

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

14. 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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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 1**

**Summary**

Concern over lack of existing footpath infrastructure in the area around Nicholson Street and the danger this presents for the elderly in this area which includes a nursing home facility.

**Officer Comment**

The schedule of footpath works in the draft 2022/23 budget was incorrect. Per the proposed amendments below Nicholson Street is scheduled to have a concrete path constructed on one side of the street during 2022/23. In relation to local streets, footpaths are only constructed on one side of the street.

To be added to the schedule in 22/23

- |    |                                |  |
|----|--------------------------------|--|
| 1. | Coolinda Drive – Delacombe     | Smythes Road to Meadow Garden Units                |
| 2. | Webbcona Parade – Wendouree    | Glenda Street to Grevillea Road - Various Location |
| 3. | Nicholson Street - Bakery Hill | Rowe Street to Yarrowee River (sections)           |
| 4. | 31 Davey Street – Central      | Mair Street to Webster Street - West Side          |

To be removed from the 22/23 Schedule and referred to the 23/24 budget process

- |    |                                     |  |
|----|-------------------------------------|--|
| 1. | Dana Street - Central               | Drummond Street to Raglan Street - North Side    |
| 2. | Sturt Street Service Road - Central | Elliott Street to Grove Street                   |
| 3. | Sturt Street Service Road - Central | Morrison Street to White Avenue                  |
| 4. | Hill Street - Mount Pleasant        | Sebastopol Street to Fawkner Street - North Side |

The Infrastructure Department considers each proposal for new footpaths on criteria such as need, safety, joining missing links to connections to existing footpaths, pedestrian moments, financial benefit and disability discrimination act compliance.

The final program to be included in the 2022/23 budget will be as follows.

**Footpaths**

**Asphalt - New**

Humffray Street - Brown Hill      Stawell Street to Haines Street - South Side

**Concrete - New**

Grana Drive - Delacombe      Greenhalghs Road to Smythes Road  
School entrance to Hill Street - construct pad in front of disable parking bay

Tuppen Street - Sebastopol      Learmonth Street to Simpson Street

Inglis Street - Buninyong      Smythes Road to Meadow Garden Units

Coolinda Drive - Delacombe

Webbcona Parade -

Wendouree      Glenda Street to Grevillea Road - Various Location

Nicholson Street - Bakery Hill      Rowe Street to Yarrowee River (sections)

**Asphalt - Overlay**

Sturt Street - Central      Errard Street to WBL 706 Sturt Street - North Side

Gregory Street - Wendouree      West of Gillies Street traffic lights

31 Davey Street - Centra      Mair Street to Webster Street - West Side

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 2****Summary**

Concern over the effect any rate increase will have on the affordability of rental housing.

**Officer Comment**

This year's average rate increase of 1.75 per cent is in line with the State Government's Fair Go Rates system which provides local government with an ability to keep up with growth in costs in the economy. The decision to raise rates in line with the cap is not taken lightly, but it allows us to partially cover the increases in costs Council experiences in continuing to deliver the critical infrastructure and services needed to support our growing community

**Submission 3****Summary**

Suggest more borrowings. Concern relating to services delivered by council that are either in competition with or could be solely delivered by private entities. Suggestion to sell off council assets that are not viable or used to capacity to fund a breakeven budget.

**Officer Comment**

The draft budget has been prepared to reflect the strategies and services outlined within the Council Plan and includes \$12.75 million of borrowings to ensure it is a balanced budget. The borrowings that have been identified are each for a specific purpose to fund inter-generational assets. Council does monitor assets to ensure it is not holding assets that are surplus to the needs of the community. Contrary to the comment in this submission, Council still believes there is a need for public halls and community centres in Ballarat.

**Submission 4****Summary**

Request to offer residents alternative methods than tip vouchers in the disposal of hard rubbish waste.

**Officer Comment**

In 2022/23 Council will revise its Waste Strategy, this will include an assessment of the costs and benefits of the introduction of a hard waste service against Council's waste minimisation and management goals.

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 5****Summary**

Lack of budget allocation specific to Miners Rest, and concern over the regularity of ongoing maintenance services being performed in the area.

**Officer Comment**

Council is in the process of delivering some of the recommendations from the Miners Rest Township Plan. This project is not a separately identifiable line item in the budget as it is resourced within the Strategic Planning Team. This planning scheme amendment has been a long-awaited outcome for the community which will be incorporated into the planning scheme in the 22/23 year. Other projects being conducted in Miners Rest include:

- \$50K in the draft budget for Miners Rest Flood mitigation design and reports project. This is a precursor to some major drainage works to be delivered in future years. We expect to submit a \$2.5 million business case for flood protection infrastructure in 2024. This is part of an estimated \$4.5 million flood protection infrastructure upgrade for the town.
- Recreation team is also undertaking planning for the Recreation Space.

**Submission 6****Summary**

Resident believes the percentage of budgeted works for footpaths and drainage against the total allocation for major community infrastructure is low. Concern that current conditions are a danger for personal injury.

**Officer Comment**

It must be noted that the \$19.3 million allocated to Major Community Infrastructure relates to the four-year budget estimates, while the funding quoted for drainage and footpaths relates solely to the 2022/23 financial year. The infrequent nature of expenditure on community infrastructure projects can also create disparity between such projects, which arises due to the significant one-off costs of delivering new facilities for a growing community. ie. Community infrastructure such as Alfredton Community Hub (Ballymanus), Sebastopol Community Hub, Royal Park Buninyong, Eastwood Community Hub versus year-on-year expenditure required on drainage.

Council's footpath program of \$800 thousand represents an increase in our usual spend and will deliver almost 3.5km of new footpaths throughout the City in priority locations. Grant funding for cycle paths is also of prominent importance with an additional \$915 thousand grant provided from the Department of Transport in 2021/22 to fully fund the construction of a concrete cycle path from Wendouree Station to Miners Rest. Construction for this will commence later in 2022.

Council also has an additional \$485 thousand budget to provide new or replacement kerb and channel (gutters). Highest priority locations make up the program of works for this.

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 7****Summary**

Suggestion to focus on roads and rubbish and request to have fireworks on Australia Day.

**Officer Comment**

At the 2 December 2020 Council meeting, Council resolved to schedule an annual cultural event of significance on 26 January and to realign the fireworks event to be a key element of Council's Summer Sunday's event program.

**Submission 8****Summary**

Lack of budget allocation specific to Buninyong and suggesting a town plan be prepared for Buninyong.

**Officer Comment**

There are many projects planned for Buninyong in the draft 2022/23 budget. These include: - Buninyong Bowls resurfacing, Royal Park development, Cornish Street Dam Wall Construction, Buninyong tennis court resurface, replacement hot water service for Buninyong hall, kerb and channel work in Palmerston and Cathcat Streets, road works in Nolan street, drainage works Allan Street access road, bicycle path at Desoza Park, footpath works in Inglis Street, road renewal for Winter Street and relocation of athletics.

Council is currently developing a Places and Connections plan for Buninyong to inform public realm actions. Planning, neighbourhood character and future housing will be dealt with through the Ballarat Housing Strategy, a key component of the Council Plan.

**Submission 9****Summary**

Footpath request for Grana Drive Delacombe connecting two school crossings.

**Officer Comment**

Council receives about 400 to 500 requests each year to construct footpaths in residential areas of Ballarat. The Infrastructure Department considers each proposal for new footpaths on criteria such as need, safety, joining missing links to connections to existing footpaths, pedestrian moments, financial benefit and disability discrimination act compliance. In this instance, other projects are currently of higher priority.

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 10****Summary**

Improved pedestrian crossings suggested for several intersection locations.

**Officer Comment**

These comments align with the adopted priorities of the Ballarat Integrated Transport Action Plan (2020). One of the immediate priorities was addressing the pedestrian access and safety across the city through a focus on delivering safe, accessible and enjoyable walking and cycling routes. City of Ballarat is investing \$15m into the redevelopment of the Bakery Hill precinct, which will address several key pedestrian and cycling links in the core CBD.

The specific sites noted are recognised as being poor for pedestrians. City of Ballarat is currently working in partnership with Regional Roads Victoria to deliver an upgraded crossing at Hummfray Street to improve the very connection discussed – and encourage this as a key walking and cycling access route in the CBD from the East.

Officers continue to work with Regional Roads Victoria on options to fund pedestrian focused upgrades at the Victoria Street roundabout as part of our ongoing commitment to address a century of car focused design.

The Sturt Street share user path is a key new link for both pedestrians and cyclists that separate these users from the traffic and deliver an improved experience in walking through the outdoor art museum that is the Sturt Street Gardens. A key advocacy priority is also the overhaul of the bus network and improvements to universal accessibility.

**Submission 11****Summary**

Request for household purple lidded glass recycle bins.

**Officer Comment**

Later this year Council will review its position on a Glass service. Specifically, Council will decide whether to continue the current drop off service or introduce a kerbside (wheelie bin) glass collection service.

**Submission 12****Summary**

Well balanced budget, but request for more spending on footpath repairs and upgrades

**Officer Comment**

Council's footpath program of \$800 thousand represents an increase in our usual spend and will deliver almost 3.5km of new footpaths throughout the City in priority locations. Grant funding for cycle paths is also of prominent importance with an additional \$915 thousand grant provided from the Department of Transport in 2021/22 to fully fund the construction of a concrete cycle path from Wendouree Station to Miners Rest. Construction for this will commence later in 2022.

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 13**

**Summary**

Concern that Council does not listen to rate payer input

**Officer Comment**

In 2021, Council developed its very first Community Vision. This process was informed by the Ballarat: Our Future engagement process which involved almost 2,000 inputs of ideas which were then consolidated by a representative Community Panel. Seventeen-thousand invitations to take part in the Panel were sent to random addresses across the municipality. Of those who expressed interest, fifty were invited to be a part of the panel based on their demographics to create a group that were broadly representative of the Ballarat community. This Panel consolidated community priorities and created the Community Vision Statement and priorities under five main themes:

- Community and equity
- Growth and development
- Environmental sustainability
- Economy
- Infrastructure

The resulting Community Vision heavily influenced the development of the Council Plan which can be seen when comparing the priorities from the engagement process to the goals of the Council Plan which are:

- An environmentally sustainable future
- A healthy, connected and inclusive community
- A city that fosters sustainable growth
- A city that conserves and enhances our natural and built assets
- A strong and innovative economy and city
- A Council that provides leadership and advocates for its community

Each year, an annual Council Plan Action Plan is developed which further details what actions will be taken in pursuit of the goals and strategies of the Council Plan. The Community Vision and Council Plan are two of Council's most important overarching documents. Council then develops a range of plans and strategies that provide further detail as to how the goals of the Council Plan will be met. Please note, that many of these are currently in development in response to the current Council Plan.

In November 2021, we asked Ballarat residents to prioritise the Council Plan's goals and objectives to help inform the Draft Budget 2022/23. Residents were asked to rank the Council Plan's six goals in order of priority and then provide their top five priorities from its 40 strategic objectives.

The number one priority for Ballarat residents is to create an environmentally sustainable future. As part of our work in improving resource efficiency across our municipality, we are investing \$6.4 million on sustainable capital projects. Council also has introduced a \$495,000 operating program of sustainability and environmental initiatives that matches commitments in the Carbon Neutrality and 100% Renewables Action Plan and the Integrated Waste Management Strategy

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2022/23 DRAFT BUDGET SUBMISSION RESPONSES

**Submission 14****Summary**

Query regarding Council utility costs, sustainability initiatives and the type of lighting chosen for the Lake Lighting project.

**Officer Comment**

The lighting selected for the Lake Wendouree lighting project utilises a low voltage LED efficient fitting and conduits to reduce energy consumption when the lighting is operational. This selection is in line with the Lake Wendouree Master Plan which specifically recommends the lighting be pole mounted, low energy consumption and spaced at regular intervals to provide a consistent level of energy efficient lighting to standards that address public safety.

**Submission 15****Summary**

Note's the high cost of replacing vehicles. Suggests a focus on strategic projects, redevelopment and infill medium density housing in the CBD.

**Officer Comment**

Council replaces vehicles at 5 years or 100,000km - whatever comes first. Trucks are 10 years or 200,000km. If kilometre's are low after 5 years, an assessment of vehicle condition may determine the replacement of the item may be deferred. All plant/equipment flagged for replacement has usage/condition taken into account before being approved for replacement. Council has a fleet of almost 800 items and as the city grows, as does the need for more equipment.

Council's strategic planning team are currently progressing with a program of work relating to managing residential growth and development across the municipality. This work includes a new Ballarat Housing Strategy, new planning controls for the Ballarat CBD, a new Public Open Space and Integrated Transport Strategies, and commencement of a heritage gaps project. In combination, these projects propose to increase densities within the Ballarat CBD and established suburbs to make our city more compact, lively and sustainable.

**Submission 16****Summary**

Request for ongoing commitment to drainage works in Miners Rest.

**Officer Comment**

Council is in the process of delivering some of the recommendations from the Miners Rest Township Plan. This project is not a separately identifiable line item in the budget as it is resourced within the Strategic Planning Team. This planning scheme amendment has been a long-awaited outcome for the community which will be incorporated into the planning scheme in the 22/23 year. Other projects being conducted in Miners Rest include:

- \$50K in the draft budget for Miners Rest Flood mitigation design and reports project. This is a precursor to some major drainage works to be delivered in future years. We expect to submit a \$2.5 million business case for flood protection infrastructure in 2024. This is part of an estimated \$4.5 million flood protection infrastructure upgrade for the town.
- Recreation team is also undertaking planning for the Recreation Space.

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**Submission 17**

**Summary**

Suggests Council plan and budget are not driven by a community vision and a lack of strategic objectives.

**Officer Comment**

In 2021, Council developed its very first Community Vision. This process was informed by the Ballarat: Our Future engagement process which involved almost 2,000 inputs of ideas which were then consolidated by a representative Community Panel. Seventeen-thousand invitations to take part in the Panel were sent to random addresses across the municipality. Of those who expressed interest, fifty were invited to be a part of the panel based on their demographics to create a group that were broadly representative of the Ballarat community. This Panel consolidated community priorities and created the Community Vision Statement and priorities under five main themes:

- Community and equity
- Growth and development
- Environmental sustainability
- Economy
- Infrastructure

The resulting Community Vision heavily influenced the development of the Council Plan which can be seen when comparing the priorities from the engagement process to the goals of the Council Plan which are:

- An environmentally sustainable future
- A healthy, connected and inclusive community
- A city that fosters sustainable growth
- A city that conserves and enhances our natural and built assets
- A strong and innovative economy and city
- A Council that provides leadership and advocates for its community

Each year, an annual Council Plan Action Plan is developed which further details what actions will be taken in pursuit of the goals and strategies of the Council Plan. The Community Vision and Council Plan are two of Council's most important overarching documents. Council then develops a range of plans and strategies that provide further detail as to how the goals of the Council Plan will be met. Please note, that many of these are currently in development in response to the current Council Plan.

**Submission 18**

**Summary**

1. Professional Budget
2. Balanced and financially responsible budget that aligns with the plan.
3. Has Council adequately explained how the return on borrowings is optimal for the assets it is funding?
4. Is 'strengthening' Ballarat performing arts scene an adequate outcome for the level of funds invested in Her Majesty's Theatre.
5. Concern the description for youth development does not provide a clear understanding of what will be delivered for the \$644,000 invested.
6. Investment in Strategic Planning is positive

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7. On the whole an impressive set of services to be provided.

**Officer Comment**

1,2,6 & 7 - Noted

3. The nature of the borrowings included in the 2022/23 draft budget are to deliver community assets to support a growing community, rather than to achieve a financial return on investment. As outlined in Council's Borrowing Policy the objective of borrowings is to enable Council to increase the wealth and well-being of residents in enabling it to deliver multigenerational or transformational projects i.e. long-lived assets that will be enjoyed by current and future generations.

4. Her Majesty's theatre Ballarat has been a central part of the cultural life of our community since it first opened its doors in 1875. Australia's best preserved theatre building, it has been continuously used as Ballarat's home of live performance ever since. In the mid 1980s, the Theatre required a complete upgrade to enable it to continue to operate safely. In order to achieve this, the State Government led negotiations which in 1987 saw the Royal South Street Society transfer ownership of the building to the City of Ballarat. The City undertook a major renovation, upgrades and repairs including restoration of the building to "heritage authenticity", seeking funding from a wide range of businesses, individuals and organisations. Since then Her Majesty's continues to be a professionally equipped and staffed performing arts centre presenting an annual Theatre Season of touring professional productions alongside local theatre productions. It is also hired for commercial tours, school concerts, dance recitals, and conferences.

In regard to the more recent staged repair works the City of Ballarat has been successful in attracting the majority of this funding from the State government, including the next stage of works that is about to commence. The following is the Works funding sources;

- \$5.3 million Council
- \$2 million State
- \$10 million State
- \$120 thousand – community funding

Repairs and maintenance costs aside, Her Majesty's operates on a modest budget of \$600k - \$700k pa and draws the bulk of its running costs from the income generated by ticket sales. This allows the theatre to both strengthen Ballarat performing arts scene but to also serve as the primary venue and catalyst for the performing sector for the region. Her Majesty's and the Art Gallery of Ballarat continue to be the region's most important cultural institutions.

5. City of Ballarat Youth Services facilitate an exciting and innovative range of programs for young people aged 12 -25. These programs are designed to upskill, engage, inspire and provide new opportunities to develop personal skills and interests.

Youth Services facilitate and partner to deliver programs within the community and schools/learning environments focused on areas of volunteering, leadership, life skills training, advocacy, community events, live music events, enterprise skills, positive mental health, respectful relationships, project and event management, arts and creative workshops, recreation and social connections. Specific programs covering these areas include *Skills for Life*, *Roads to Leadership*, *Respectful Relationships*, *Youth Awards (annual)*, *Creatives in Business*, *Freeza*, *Engage!*, and *Our Space* to name a few.

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**Submission 19**

**Summary**

Why is there no hard rubbish collection & recycling?

**Officer Comment**

In 2022/23 Council will revise its Waste Strategy, this will include an assessment of the costs and benefits of the introduction of a hard waste service against Council's waste minimisation and management goals.

**Submission 20**

**Summary**

Concerns about Council focus on alternative transportation options, seen to be discouraging car travel. No supporting those who are unable to ride or walk far.

**Officer Comment**

The adopted Ballarat Integrated Transport Action Plan (2020) outlines the need for Ballarat residents to have more options about how to travel. There are no specific initiatives in the budget which prevent people driving. Investing in a safer and more enjoyable city to walk and cycle and advocating for an overhaul of public transport will enable those who don't want to drive, for whatever reason, to have a viable and convenient option which they can use if they want to. Council will continue to advocate for public transport options to the State Government.

**Submission 21**

**Summary**

Suggestion around integrated housing options, and a redesign on bus public transport operations and infrastructure

**Officer Comment**

A Diverse and affordable housing study is nearing completion and will form part of the Ballarat Housing Strategy. This study is an important input to better understand and advocate for diversity of housing within connected communities across the City.

Council's strategic planning team are currently progressing with a program of work relating to managing residential growth and development across the municipality. This work includes a new Ballarat Housing Strategy, new planning controls for the Ballarat CBD, a new Public Open Space and Integrated Transport Strategies, and commencement of a heritage gaps project. In combination, these projects propose to increase densities within the Ballarat CBD and established suburbs to make our city more compact, lively and sustainable. Council will continue to advocate for public transport options to the State Government.

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**Submission 22**

**Summary**

Support for the budget. Very glad goal 1 is environmental sustainability, encouraging Council to be leaders in this area. Particularly regarding Strategic Objective 1.3 – Support Communities to be adaptive and resilient to a changing climate.

**Officer Comment**

This submission supports Council's commitment to Environmental Sustainability

**Submission 23**

**Summary**

Submission believes cycling is a key activity to address many of the Council goals but feels the rate of spending on bike infrastructure is not enough.

**Officer Comment**

Noted. Improving cycling infrastructure is a key part of the transport future. The more funding available the bigger the impact City of Ballarat can have on encouraging a viable alternative to the car and achieving the type of city we aspire for the future, however there is always strong competition for the available funds. Council budgets are augmented by grant funding from the State and Federal Government, which will continue to be actively pursued to maximise the investment we can make in cycling specific infrastructure.

**Submission 24**

**Summary**

Request to focus on climate and emergency management plans/responses. Support for Circular Economy initiatives.

**Officer Comment**

In addition to the focus on the City of Ballarat's own facilities, the following work is being undertaken to support the community to transition to zero emissions:

- The development of a Ballarat Net Zero Emissions Plan. The aim of the plan is to identify areas of focus and action for the Ballarat Community to reduce greenhouse gas emissions to zero. The plan is currently being developed in conjunction with various sectors of the Ballarat community including businesses, industry and community groups. A draft is expected to be available for comment in August with the aim of the plan being adopted by Council in October 2022. You can be notified when the draft plan is available for comment by registering at MySay Ballarat. We'd love to hear your comments.
- Partnering with Council across Victoria on the Elevating Environmentally Sustainable Design (ESD) planning amendment project. The project aims to pursue a joint planning scheme amendment to seek zero carbon and resilient development for Ballarat.

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- Support for Electric Vehicle (EV) charging infrastructure across the municipality through working with the EV charging providers and identifying Council sites for EV charging infrastructure.
- The delivery of the Urban Forest Strategy with a target of 40% tree canopy cover by 2040.

**Submission 25**

**Summary**

Query whether works at Doug Dean Reserve \$700,000 would include the existing stadium, meeting rooms, storage rooms, kitchen and changerooms. Suggestions provided around works that would address current safety issues raised by the submitter.

**Officer Comment**

Thank you for your submission in respect to Doug Dean Reserve. The City of Ballarat is conscious of the current state of the amenities for users of the reserve and has been working collaboratively with stakeholders to develop plans to improve the facilities for users of the grounds and the stadium.

The \$700,000 in the draft budget is for new change facilities for cricket and rugby. Whilst an upgrade to the amenities inside the stadium is not funded in this draft budget, Council will consult users in regard to proposed upgrades to the amenities within the Doug Dean Stadium with a view to considering works in future Council budget bids.

**Submission 26**

**Summary**

Query if Doug Dean upgrade includes any upgrade of facilities within the indoor basketball court. E.g. Fans, ventilation, blinds, and floorboards.

**Officer Comment**

Thank you for your submission regarding the Doug Dean Stadium. The CoB will continue to work with stakeholders and user groups in the development of future plans for the development of improvements to the stadium and that will inform future funding strategies. Until recently the Stadium was managed by the YMCA and the CoB has resumed management rights for the facility in recent months. The local primary school was a high-level user until its new gymnasium facility was developed. The Stadium upgrade work will be scoped and assessed over the next 12 months with a view to considering a budget bid for works. The 2022/23 budget will fund new change rooms for the ground users which will be located on the west side of the stadium in the area between the stadium and the ground and is likely to have strong connectivity to the stadium facilities.

Whilst an upgrade to the amenities inside the stadium is not funded in this draft budget, Council will consult users in regard to proposed upgrades to the amenities within the Doug Dean Stadium with a view to considering works in future Council budget bids.

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**Submission 27**

**Summary**

Query total spend on environmental sustainability as a percentage of total budget and concerns about the \$7 million spend on airport upgrade rather than more environmental projects.

**Officer Comment**

The 0.7% spend on environmental issues quoted for the 2021/22 budget related to an estimate of \$2m of expenditure against total revenue of \$267.5m.

In 2022/23 a comparable figure would be 2.6%. This calculation is based on the total of the capital and operating environmental sustainability initiatives detailed on pages 9 and 10 of the draft budget. These initiatives total \$7 million, compared to total revenue of \$269.7 million.

This number will not necessarily be consistent each year due to the many varying aspects of the Council budget. Eg. levels of funding, size and cost of projects.

The level of investment on environmental sustainability would be greater than this but it is difficult to accurately measure due to sustainability initiatives and activities being spread across the organisation and imbedded in changing work processes and practices.

The fact that sustainability initiatives and activities are spread across the whole organisation is actually a good sign of the commitment of Council and the organisation. If all activities were quarantined to one department it would be difficult to claim that the organisation was committed to Sustainability. It needs to be part of everyone's role.

The Ballarat Airport is a significant aviation facility servicing western Victoria. It is an important strategic and economic asset for the region, generating \$10 million in output per annum, with commercial on-site businesses employing 90 staff.

The airport accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operations. Delivery of all three stages of the planned upgrades to airport infrastructure will open up the potential for a range of new aviation-based opportunities including:

- Large firefighting and emergency services aircraft
- Regular passenger transport services
- Larger commercial freight aircraft
- New aviation businesses including increased flight training and maintenance opportunities

Council is contributing \$5 million to the airport project, with the balance to be funded by State and Federal Government.

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**Submission 28**

**Summary**

Concern that active transport and the Cycling Action Plan 2017-25 is not being taken seriously with comparable spend on Roads increasing when compared to active transport.

**Officer Comment**

Cycling specific funding is relatively unchanged from previous budgets, excluding the \$1m boost provided in 2021/22. When the investment in cycling infrastructure as part of urban design projects is considered, such as the inclusions in the \$15m redevelopment of the Bakery Hill precinct, the investment in pedestrian and cyclist specific projects is increasing year on year. As noted, those figures exclude grants which can significantly bolster Council's funds to deliver higher impact projects in much shorter timeframes and we will continue to actively pursue those other funding sources.

**Submission 29**

**Summary**

Raises need for signage around Lake Wendouree to protect wildlife. Other suggestions around reducing light pollution and costs of operating street lighting, and encouraging more green spaces in the city, citing the Bridge Mall as a possible opportunity. More funding for Parks and Gardens.

**Officer Comment**

Wendouree Parade currently has two different speed zones of 40kmh and 50 km/h. In 2020 Council engaged a qualified consultant to conduct an independent traffic assessment report with a focus on these limits. It considered that the current speed zones are appropriate. Black swan warning signs are in place along Wendouree Parade. Council will be undertaking a further traffic study in the near future which will monitor traffic speeds and volume. From this data an assessment of further options will be undertaken. Eg. if additional traffic calming options or additional signage is required. Council have moved a motion in the past (Sept 2020) calling for a uniform speed limit of 40km/h and have raised this with Department of Transport.

The redevelopment of Bakery Hill includes the creation of major new garden spaces in Grenville Street to extend the Sturt Street gardens along the alignment of the Yarrowee River. The design is intended to put pedestrians first and connect the Bridge Mall into Sturt street via continuation of natural garden spaces.

In response to the impact street lighting has on the environment:

- Council is guided by its Energy Efficient Public Lighting Policy 10-2009, which is currently due for review.
- Council's electricity contract is now delivered with 100% green energy
- Council is guided by its Open Space Strategy which is currently due for review. This policy provides guidance on which open space should/should not have lighting.

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**Submission 30**

**Summary**

Requested more detail on disclosing the revenue applicable to various event initiatives to clearly show the net cost of holding each activity.

**Officer Comment**

Council's portfolio of events is a key catalyst for directly attracting tourists, as well as creating a rich and vibrant local community. A successful calendar of events provides benefit to the business sector as much as the general public, the Vision of the Ballarat Events Strategy - For the Ballarat Event Calendar to be a prominent driver towards realising our aspiration of being an innovative, inspiring, caring, and courageous city.

When evaluating the scale of support generated by events for the tourism sector, it is important to note the economic footprint of that industry and the incredible wealth it generates for the Ballarat economy;

- Tourism provides 1600 jobs and is the 11th largest providers of jobs in Ballarat, prior to COVID 19 Tourism provided 3015 jobs. In addition, Hospitality and Food Services provides an additional 3007 jobs.
- Tourism output (Total Sales) is estimated at \$289,785M, prior to COVID 19 this figure was \$544,896M. There is a further output of \$409,938M from the Accommodation and Food Services sector.
- Prior to COVID 19 Ballarat received 3.4M visitors generating an injection of \$613M into the local economy.

Tourism is clearly identified as a significant driver for the Ballarat economy and has a mutually beneficial relationship with Council's events portfolio.

**Submission 31**

**Summary**

Concern over lack of funding for Hockey in Ballarat, believes current facilities are not adequate to cope with demand and in need of significant investment in the coming years to promote local participation and attract regional events to the city.

**Officer Comment**

Thank you for your budget feedback relating to the development of improved facilities for hockey in Ballarat. The CoB has been working very closely with Ballarat's hockey representatives over recent years with the aim of developing an appropriate plan for the long term needs and sustainability of hockey in Ballarat. A feasibility study is now being completed to inform Council on the current and future needs of hockey and the consideration of a future venue and scope of a new hockey facility for Ballarat. As any new development will require significant investment the feasibility study work recently undertaken will be used to guide advocacy for seeking funding from all levels of government. The study is expected to confirm that demand for increased capacity for hockey is required and that the current change rooms are also in need of an upgrade to provide appropriate access for participants – in particular for female players. The most recent investment in hockey was the provision of new LED flood lighting for the Prince of Wales Facility in 2020/21. The development of detailed designs and a detailed funding strategy for new and improved hockey facilities is planned to be undertaken next financial year.

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**Submission 32**

**Summary**

Query as to what part of the budget has specifically targeted climate change issues, concern over level of rates and further suggestions regarding sustainable growth and renewable energies.

**Officer Comment**

It is difficult to compare level of rates between municipalities, as each community has unique characteristics when it comes to property and valuations. Also, some Councils are able to generate significant revenue from other sources or within their rating base. Eg. parking fees and fines, large industrial sector, etc. Also each Council will provide a different mix of services to its community.

In relation to climate change issues, the following work is being undertaken to support the community to transition to zero emissions:

- The development of a Ballarat Net Zero Emissions Plan. The aim of the plan is to identify areas of focus and action for the Ballarat Community to reduce greenhouse gas emissions to zero. The plan is currently being developed in conjunction with various sectors of the Ballarat community including businesses, industry and community groups. A draft is expected to be available for comment in August with the aim of the plan being adopted by Council in October 2022. You can be notified when the draft plan is available for comment by registering at MySay Ballarat. We'd love to hear your comments.
- Partnering with Council across Victoria on the Elevating Environmentally Sustainable Design (ESD) planning amendment project. The project aims to pursue a joint planning scheme amendment to seek zero carbon and resilient development for Ballarat.
- Support for Electric Vehicle (EV) charging infrastructure across the municipality through working with the EV charging providers and identifying Council sites for EV charging infrastructure.
- The delivery of the Urban Forest Strategy with a target of 40% tree canopy cover by 2040.

Also, in response to the implementation of a Sustainable Growth Plan Council has developed the Ballarat Strategy 2040 which outlines the long-term plan for a greener, more vibrant and connected Ballarat.

<https://www.ballarat.vic.gov.au/city/city-strategy/ballarat-strategy-2040>

**Submission 33**

**Summary**

Given the deepening of the climate emergency as recently experienced by Australians in the extreme weather events of the last three years, it would seem prudent for Council to prioritise those actions outlined in the Carbon Neutrality and 100% Renewable Action Plan (2019) and in Carbon Neutrality Plan Progress update (2022). Any discretionary funding and savings from efficiencies in the bigger budget items in the Draft Budget 2022/23, should be allocated to those actions.

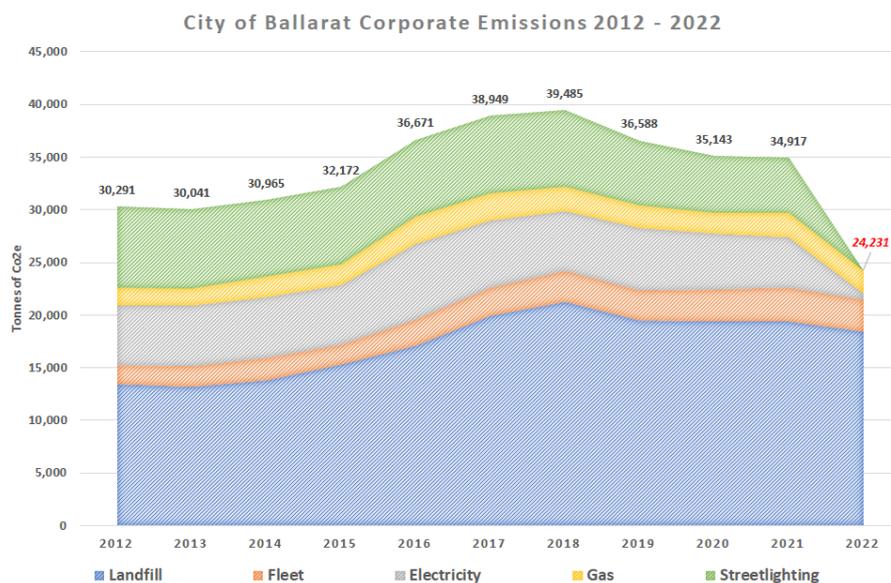
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**Officer Comment**

Council can confirm the sustainability budget is greater than 5% when including the incorporation of Environmentally Sustainable Design into buildings (5-10% of each of the new building and building retrofit budget).

The graph below shows the City of Ballarat’s forecast emissions for 2022 based on recent actions including the purchase of renewable electricity, solar installations and LED upgrades. As per the budget, the greenhouse focus for 22/23 will be on additional solar, fleet transition and a reduction in gas usage. 23/24 will see a focus on how we can reduce landfill emissions.



**Submission 34**

**Summary**

Commended Council on prioritising environmental sustainability and “healthy, connected and inclusive community”. Wants to know if Council has plans to address food security and related local initiatives.

**Officer Comment**

Council has trialed some plantings of fruit trees across some of our parks and reserves and this will continue into the future.

Council has also supported the establishment of community gardens across some reserves as well, where the community groups are growing fruit trees, vegetables and herbs. There is also additional information on Council’s website that our community can access regarding the process of looking to join existing community gardens, or to step through the process of wishing to establish one.

<https://www.ballarat.vic.gov.au/city/parks-and-outdoors/community-gardens>

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There is also the opportunity for residents to apply for a local law permit to install and maintain raised planter box gardens on nature strips, as per the guidelines within the 2016 Nature Strip Policy.

**Submission 35**

**Summary**

Concern over lack of funding for Hockey facilities includes current and additional pitches, and changerooms to encourage female participation.

**Officer Comment**

Thank you for your enquiry regarding the budget as it relates to hockey facilities in Ballarat. Please be advised that in conjunction with the State Department for Sport, Hockey Ballarat and the CoB Recreation Services business unit have been completing a hockey facility feasibility study to inform Council as to the future location and development requirements for hockey facilities in Ballarat. The aim will be to establish a facility design and funding strategy to enable hockey to meet demand and remain sustainable for the immediate to long term. The study will also assessed current facilities and shall inform Council regarding interim facility upgrades at Prince of Wales Park that should be considered for funding in future Council budget cycles. The study is expected to confirm that demand for increased capacity for hockey is required and that the current change rooms are also in need of an upgrade to provide appropriate access for participants – in particular for female players. The design and planning work ought to be concluded during 2022/23 FY.

**Submission 36**

**Summary**

Concerns around Urban Forest, Lake Lighting, condition of roads, kerb, drainage, and footpaths. Views large spend on bike paths as unnecessary.

**Officer Comment**

Protecting and improving our urban forest and improving the environmental sustainability of both Council led projects and that of private developers is very important. Significant steps are being taken to plant more trees and raise expectations on the sustainable design of new developments. The creation of a new Design Review Panel and support for Environmentally Sustainable Design Standards in the planning scheme will assist all stakeholders in the development industry to achieve better quality designs.

Investing in new bike paths and safer walking routes is a high priority for the community, with this regularly being confirmed through our community consultation that it is what the broad community want to see. Expansion of the Ballarat Bicycle Network and completion of missing links in our trails and connections through the core CBD are major milestones towards enabling community to be more active and have alternative choices about how to travel. City of Ballarat is investing \$15m into the redevelopment of the Bakery Hill precinct which has already drawn significant private sector investor interest into the core CBD.

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Projects like the Sturt Street shared path are jointly funded by the Victorian Government and City of Ballarat, and we continue to pursue grants and other funding sources for these types of major projects wherever possible to leverage local community funds.

Prior to the adoption of the Ballarat West Growth area which includes the Delacombe Town Centre location, submissions were open to the public both through City of Ballarat and the DELWP as the authority for the Minister for Planning. As with most growing areas the need to deliver infrastructure whilst the residential community is developing around it can be a challenge. This infrastructure is funded by the developer through Developer Contributions, Community Infrastructure Levies and through Council's own obligations under the Precinct Structure Plan. It is the residential growth that ultimately funds the infrastructure and like many new areas it will take time to develop all the necessary infrastructure to support our growing community.

**Submission 37**

**Summary**

Concern around condition and maintenance of historical monuments, memorials, and graves.

**Officer Comment**

The City of Ballarat is the Cemetery Trust for two Class B cemeteries. Council's responsibility for cemeteries is primarily limited to administrative tasks ensuring that each of these public cemeteries is managed properly and efficiently and ensuring systems are in place to enable effective financial management and records management, ensuring services provided by the trust meet community needs, managing risk, etc. The Trust must also undertake general maintenance of the site which does not necessarily include ongoing repairs to deteriorating graves.

The Right of Interment (ROI) holder (usually families) are responsible for the maintenance of graves, the cemetery trust can step in for graves that pose a risk where the ROI holder cannot be found/contacted.

**Submission 38**

**Summary**

Request to review Council's Plant/Fleet Replacement Policy to minimise costs.

**Officer Comment**

Council replaces vehicles at 5 years or 100,000km - whatever comes first. Trucks are 10 years or 200,000km. If kilometres are low after 5 years, an assessment of vehicle condition may determine the replacement of the item may be deferred. All plant/equipment flagged for replacement has usage/condition taken into account before being approved for replacement. Council has a fleet of almost 800 items and as the city grows, as does the need for more equipment.

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**Submission 39**

**Summary**

Focused on the visitor economy in the region, requests more detail behind the budget figures and an open discussion on how to best utilise Council assets to attract visitors and maximise their economic impact.

**Officer Comment**

Of the Marketing budget, labour represents \$870,169 the remainder is all destination driven marketing.

Within Visitor Economy the projects covered are:

- Great Southern Touring Route
- Business Events
- Industry Collaborations – GABS ATE
- Operation of Visitor Information Centre
- Product Development
- Industry Development and Engagement
- Research Data and monitoring

The 2022/23 Event budget is \$4.1 million, which includes all staffing costs and contracted funding payments for; RoadNats, Carols by Candlelight and Rock Ballarat. The Event budget also contains miscellaneous Event Acquisition of \$300,000 and Tourism Event Grants program of \$155,000.

Councils individual major event allocated budgets are;

Begonia Festival	\$430,000
Heritage Festival	\$370,000
Christmas	\$250,000
Winter Festival	\$240,000

Responsibility for Event Acquisition sits across several business units including Arts & Events, Tourism, and Sport. Staff from these units will identify and research the merit of acquiring an event, prepare an assessment report and present it for final decision making.

Major external event funding;

- Councils funding for the RoadNats is held commercially in confidence in accordance with contractual requirements.
- Spilt Milk receives no cash funding from Council, our commitment toward that event is Victoria Park site preparation and ongoing year-round general improvements that will provide budget relief for the event.
- Ballarat International Foto Biennale receives \$200,000 p.a. for the current 5 year agreement and is provided from the Strategic Partnership budget, which is separate to the Events unit budget.

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**Submission 40**

**Summary**

Commended Council on prioritising environmental sustainability and “healthy, connected and inclusive community”. Wants to know if Council has plans to address food security and related local initiatives.

**Officer Comment**

Council has trialed some plantings of fruit trees across some of our parks and reserves and this will continue into the future.

Council has also supported the establishment of community gardens across some reserves as well, where the community groups are growing fruit trees, vegetables and herbs. There is also additional information on Council’s website that our community can access regarding the process of looking to join existing community gardens, or to step through the process of wishing to establish one.

<https://www.ballarat.vic.gov.au/city/parks-and-outdoors/community-gardens>

There is also the opportunity for residents to apply for a local law permit to install and maintain raised planter box gardens on nature strips, as per the guidelines within the 2016 Nature Strip Policy.

**Submission 41**

**Summary**

Pleasing to see substantive funding towards environmental and sustainability initiatives.

**Officer Comment**

Noted - No officer comment required.

**Submission 42**

**Summary**

Funding should be reallocated to support the construction of bike paths/footpaths as a priority above other council efforts. (personally this is my number 1 priority for the improvement of Ballarat).

**Officer Comment**

Improving cycling infrastructure is a key part of the transport future. The more funding available the bigger the impact City of Ballarat can have on encouraging a viable alternative to the car and achieving the type of city we aspire for the future, however there is always strong competition for the available funds. Council budgets are augmented by grant funding from the State and Federal Government, which will continue to be actively pursued to maximise the investment we can make in cycling specific infrastructure.

Council’s footpath program of \$800 thousand represents an increase in our usual spend and will deliver almost 3.5km of new footpaths throughout the City in priority locations. Grant

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funding for cycle paths is also of prominent importance with an additional \$915 thousand grant provided from the Department of Transport in 2021/22 to fully fund the construction of a concrete cycle path from Wendouree Station to Miners Rest. Construction for this will commence later in 2022.

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## 8.2. DECLARATION OF RATES AND CHARGES - 2022/23

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

### PURPOSE

1. To formally declare rates and charges for the 2022/23 financial year, following adoption of the City of Ballarat - 2022/23 Annual Budget.

### BACKGROUND

2. Section 158(1) of the *Local Government Act 1989* states:
  - (1) *A Council must at least once in respect of each financial year declare by 30 June the following for that year—*
    - (a) *the amount which the Council intends to raise by general rates, municipal charges, service rates and service charges;*
    - (b) *whether the general rates will be raised by the application of—*
      - (i) *a uniform rate; or*
      - (ii) *differential rates (if the Council is permitted to raise such rates under section 161(1)); or*
      - (iii) *urban farm rates, farm rates or residential use rates (if the Council is permitted to raise such rates under section 161A).*

### KEY MATTERS

3. Following the preceding resolution to adopt the City of Ballarat - 2022/23 Annual Budget, it is now necessary for Council to formally declare the rates and charges applicable for the 2022/23 Financial Year.
4. This declaration will ensure Council is able to fund the items contained within the 2022/23 Annual Budget.

### OFFICER RECOMMENDATION

5. **That Council declare the following rates and charges for the financial period commencing on 1 July 2022 and ending on 30 June 2023 -**

#### A. AMOUNT INTENDED TO BE RAISED

That the amount of \$142,305,323 be declared as the amount which Council intends to raise by general rates, service charges and special rates which is calculated as follows –

General Rates	\$116,972,292
Service Charges	\$ 25,184,678
Special Rates	\$148,000
	<b>\$142,305,323</b>

## B. GENERAL RATES

1. A general rate be declared for the period commencing on 1 July 2022 and ending on 30 June 2023.
2. It be further declared that the general rate be raised by the application of differential rates, as detailed in Part H of this resolution.
3. It is confirmed that the general rate for all rateable land within the municipal district be determined by multiplying the Capital Improved Value of each rateable land by the relevant differential rate as specified in paragraph 4 of this Part.
4. That differential rates be declared as specified below:

TYPE OF RATE	RATE IN THE \$ ON CIV
<b>Residential</b>	<b>0.00299571</b>
<b>Commercial</b>	<b>0.00784876</b>
<b>Industrial</b>	<b>0.00796859</b>
<b>Rural Residential</b>	<b>0.00278601</b>
<b>Farm</b>	<b>0.00215691</b>
<b>Recreation 1*</b>	<b>0</b>
<b>Recreation 2</b>	<b>0.00784876</b>

\* Council has determined to levy a nil rate in the dollar for properties eligible to be rated under the provisions of the Cultural and Recreational Lands Act (1963), i.e. classified as Recreation 1.

## C. MUNICIPAL CHARGE

1. That no municipal charge be declared.

## D. SERVICE CHARGES

1. That a Service Charge of \$442.00 per service be levied for the 12 month period from 1 July 2022 to 30 June 2023 on residential and other permitted properties for the collection, removal and disposal of refuse and recyclables where the service is provided.
2. That a Service Charge of \$72.00 per service be levied for the 12 month period from 1 July 2022 to 30 June 2023 for collection, removal and disposal of green waste on all residential properties with a detached house (including houses and granny flats and bungalows) on land sized between 250m<sup>2</sup> and 4,000m<sup>2</sup>, where the service is provided.
3. Properties eligible for a green waste service may apply for additional service(s) subject to approval by Council's Waste Services Unit. Any additional service(s) will be charged an additional green waste Service Charge.
4. Properties that do not meet the criteria for a green waste service may apply to opt into the service provided that the property is located on an existing collection route. Applications to opt in to such service will be subject to approval by Council's Waste Services Unit.

## E. SPECIAL RATES

1. That a special rate of \$0.0032232 on the Capital Improved Value of the properties described in paragraph 2 of this part, be declared for the period commencing on 1 July 2022 and ending on 30 June 2023.
2. For the purpose of the Bridge Mall Special Rate, declared by Council on 3 October 2018 for a 5 year period commencing 1 July 2018 and ending on 30 June 2023, applicable to the properties described below:
  - a. On all street level properties located between Grenville Street and Peel Street that face the Bridge Mall, Coliseum Walk and the ground floor tenancies in Norwich Plaza, as follows:
    - i. Odd Numbers from 17 to 81 Bridge Mall (inclusive);
    - ii. Even Numbers from 2 to 90 Bridge Mall (inclusive);
    - iii. 1 to 17 Norwich Plaza (inclusive);
    - iv. 1 to 6 Coliseum Walk (inclusive).
3. In accordance with the 3 October 2018 declaration, the Special Rate for the year ending 30 June 2023 will raise \$148,000, for the purpose of defraying a proportion of the annual expenditure for the Promotion, Security Services and the employment of a part-time Manager for the Bridge Mall Business Association.

## F. WAIVER

1. In accordance with the provisions of section 171 of the *Local Government Act 1989*, Council will waive \$100.00 of the Rates levied for the 2022/2023 year on properties were the ratepayer:
  - b. Is an eligible recipient within the meaning of the *State Concessions Act 2004* and has qualified for a waiver under section 171(4) of the *Local Government Act 1989*, and,
  - c. Who lives alone in their own home and is solely responsible for the payment of rates and charges on that property.

The objective of this waiver is to provide assistance to Pensioners who are the sole ratepayer and are recipients of the pension.

## G. INTEREST ON UNPAID RATES AND CHARGES

1. That interest at the rate prescribed by Section 172(2)(a) of the *Local Government Act 1989* be payable in respect of any of the aforesaid rates and charges which are not paid by the dates fixed pursuant to Section 167 of the *Local Government Act 1989*.

## H. SCHEDULE OF RATING DIFFERENTIALS

### Residential Land

#### Definition

Residential land is any land, which is used for private residential purposes, including but not limited to houses, dwellings, flats, units and private boatsheds, together with vacant unoccupied land, not covered by another differential, but excluding motels, caravan parks, supported accommodation, accommodation houses, boarding houses and the like.

**Objectives**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Ballarat, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

**Characteristics**

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.

The vacant land affected by this rate is that which is zoned residential under the City of Ballarat Planning Scheme.

The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

100 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

## **Commercial Land**

### **Definition**

Commercial land is any land which is:

- Used or adapted to be used for business and/or administrative purposes, including but not limited to properties used for:
  - The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, hardware stores
  - The manufacture of goods where the goods are sold on the property
  - The provision of entertainment, e.g. theatres, cinemas, amusement parlours, nightclubs
  - Media/broadcasting/communication establishments, e.g. television stations,
  - newspaper offices, radio stations, telecommunication towers and associated facilities
  - The provision of accommodation other than private residential, e.g. motels, caravan parks, camping grounds, camps, supported accommodation, accommodation houses, hostels, boarding houses
  - Short term tourist accommodation specifically identified and coded with an Australian Valuation Property Classification Code (AVPCC) of 232 (serviced apartments/holiday units) or 233 (bed and breakfast)
  - The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms
  - Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, indoor sports stadiums, gaming establishments (other than those classified under Recreational 2)
  - Art galleries, museums
  - Showrooms, e.g. display of goods
  - Brothels
  - Commercial storage (mini storage units, wholesale distributors)
  - Religious purposes
  - Public offices
  - Halls for commercial hire
  - Mixed businesses/milk bars (those operating in residential type zones under the Ballarat Planning Scheme and non conforming residential/milk bar properties within industrial zones under the Ballarat Planning Scheme, with attached residences, occupied as the principal place of residence of the person(s) operating the mixed business/milk bar component of the rateable property, will have the residential portion rated as Residential)
- Used for the provision of health services, including but not limited to properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.
- Used primarily as offices or for administration purposes including but not limited to properties used for legal practices, real estate agents, veterinary surgeons, accounting firms, insurance agencies or any other organisation, group, business, association or representative body.
- Vacant unoccupied land and zoned or intended to be used for commercial purposes.

### **Objectives**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Ballarat, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

**Characteristics**

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.

The vacant land affected by this rate is that which is zoned residential under the City of Ballarat Planning Scheme.

The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

262 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

**Industrial Land****Definition**

Industrial land is which is:

- Used primarily for manufacturing processes, including, but not limited to the following:
  - The manufacture of goods, equipment, plant, machinery, food or beverage which are generally not sold or consumed on site
  - Warehouse/bulk storage of goods
  - The storage of plant and machinery
  - The production of raw materials in the extractive and timber industries
  - The treatment and storage of industrial waste materials

- Vacant unoccupied land and zoned or intended to be used for industrial purposes"

**Objectives**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Ballarat, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

**Characteristics**

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.

The vacant land affected by this rate is that which is zoned residential under the City of Ballarat Planning Scheme.

The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

266 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

## **Farm Land**

### **Definition**

Farm land is any land, which:

- Is not less than 2 hectares in area
- Is used for carrying on a business of primary production as determined by the Australian Taxation Office
- Is used primarily for grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities
- Is used by a business:
  - That has a significant and substantial commercial purpose or character
  - That seeks to make a profit on a continuous or repetitive basis from its activities on the land
  - That is making profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating

In consideration the City will take into account:

- Whatever activity is being conducted on a property, it must be a business of primary production as opposed to a hobby or recreational activity.

### **Objectives**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Ballarat, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

### **Characteristics**

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.

The vacant land affected by this rate is that which is zoned residential under the City of Ballarat Planning Scheme.

The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

### **Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

### **Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

72 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

**Rural Residential Land****Definition**

Rural residential land is any land, which:

- Is not less than 2 hectares in area
- Is resided on
- Is located within the Farm or Rural Conservation planning zone that does not satisfy the criteria for farmland

And excludes:

- Vacant land greater than 2 hectares

**Objectives**

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Ballarat, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

**Characteristics**

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.

The vacant land affected by this rate is that which is zoned residential under the City of Ballarat Planning Scheme.

The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

93 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

**Recreational Land 1****Definition**

Recreational land 1 is land as defined under the *Cultural and Recreational Lands Act 1963*.

**Objectives**

The objective of the rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

**Characteristics**

Is cultural and recreational land and:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose
- Owned by the body, by the Crown or by Council
- Not agricultural showgrounds

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

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The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

Zero per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

**Recreational Land 2****Definition**

Recreational 2 land is recreation 1 land where the land or part thereof is used for gaming.

**Objectives**

The objective of the rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.

**Characteristics**

Is cultural and recreational land and:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose
- Owned by the body, by the Crown or by Council
- Not agricultural showgrounds

**Types and classes**

The types and classes of rateable land within this rate are those having the relevant characteristics described above.

**Use of rate**

The money raised by this rate will be applied to the items of expenditure described in the Budget by the City.

The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

**Level of rate**

262 per cent of the residential rate.

**Use of land**

Is any use permitted under the City of Ballarat Planning Scheme.

**Geographic location**

This rate is applicable to land within the municipal district.

**Planning scheme zoning**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of buildings**

The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2022/23 year.

**ATTACHMENTS**

1. Governance Review [8.2.1 - 2 pages]

## OFFICIAL

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

1. The rating information contained within this report and recommendation is consistent with the proposed 2022/23 Budget and Council's Revenue and Rating Plan.

**COMMUNITY IMPACT**

2. The ability for Council to raise revenue via rates and charges is a fundamental aspect of delivering services to the community and achieving the objectives contained within the Council Plan.
3. The average increase in rates and charges for 2022/23 have been capped at 1.75%, in accordance with the Fair Go Rates system.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

4. Council's commitment and investment towards Goal 1 (An Environmentally Sustainable Future) is detailed within the draft 2022/23 budget.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

5. Council's draft budget contains details of our expenditure in the local community for the 2022/23 year.

**FINANCIAL IMPLICATIONS**

6. The Budget report provides details of councils planned income raising and expenditure for the 2022/23 year and subsequent 3 years.

**LEGAL AND RISK CONSIDERATIONS**

7. Section 158(1) of the *Local Government Act 1989* states:
  - (1) A Council must at least once in respect of each financial year declare by 30 June the following for that year—
    - (a) the amount which the Council intends to raise by general rates, municipal charges, service rates and service charges;
    - (b) whether the general rates will be raised by the application of—
      - (i) a uniform rate; or
      - (ii) differential rates (if the Council is permitted to raise such rates under section 161(1)); or
      - (iii) urban farm rates, farm rates or residential use rates (if the Council is permitted to raise such rates under section 161A).

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#### 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. In November 2021, we asked Ballarat residents to prioritise the Council Plan's goals and objectives to help inform the Draft Budget 2022/23. Residents were asked to rank the Council Plan's six goals in order of priority and then provide their top five priorities from its 40 Strategic Objectives. 131 community members participated in this engagement.
10. Council placed the draft 2022/23 Budget on Council's Website and advertised that it had done so. Copies of the draft Budget were also available from Council's customer service at both the Town Hall and The Phoenix building.
11. Council received and considered 42 submissions prior to adopting the 2022/23 Annual Budget.

#### GENDER EQUALITY ACT 2020

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

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

13. 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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OFFICIAL

### 8.3. FINAL ASSET PLAN

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Vaughn Notting – Executive Manager Infrastructure

#### PURPOSE

1. To present the final Asset Plan 2022-2032 for Council endorsement.

#### BACKGROUND

2. The City of Ballarat has developed its Asset Plan, per s92 of the *Local Government Act 2020*, which states that councils are required 'to develop, adopt and maintain an Asset Plan' by 30 June 2022.
3. This Asset Plan presents the state of our assets and their management based on current information, resources and processes.

#### KEY MATTERS

5. The City of Ballarat is responsible for managing over \$2 billion in built and natural assets.
6. The Asset Plan provides clear directions about how the City of Ballarat proposes to manage its portfolio of assets over the next 10 years and beyond to ensure responsible and sustainable stewardship for the benefit of current and future generations.
7. The Asset Plan outlines how Council will invest in and deliver assets to ensure they function at a standard that supports levels of service and amenity that are in line with community expectations and balanced with what the community can afford.
8. The Asset Plan is aligned with key strategic documents in the City of Ballarat's integrated strategic planning framework.
9. The projected expenditure included in this Asset Plan is consistent with the Financial Plan and covers the asset spending over the next 10 years.
10. Outcomes of the extensive engagement from our Community Vision, Council Plan and Financial Plan have been used to inform this Asset Plan.
11. Assets (identified in this Asset Plan) are divided into 4 asset classes: Transport, Buildings and Facilities, Stormwater Drainage and Parks and Gardens. Assets not included in this Asset Plan are heritage and cultural assets such as art and library collections and significant places and objects, or specialised large assets such as landfills.
12. To help inform this Asset Plan, the City of Ballarat recently undertook a gap analysis of the current Asset Management Framework in alignment with the National Asset Management Assessment Framework (NAMAF). The gap analysis resulted in a list of tasks to be actioned to bring our Asset Management Framework up to best practice standard.

13. As a result of the gap analysis, one of the early tasks to be completed (and identified as a future action in the Asset Plan) is to review and update Asset Management Plans as well as the Asset Strategy. The Asset Management Plans will be aligned to four asset classes including Transport (roads and bridges etc.), Buildings and Facilities, Stormwater Drainage and Parks and Gardens.
14. Extensive engagement with the community will be undertaken during development of each of the individual Asset Management Plans as well as the Asset Strategy.
15. An update of both the Asset Management Plans and the Asset Strategy will in turn better inform our next Asset Plan. The next Asset Plan (to be delivered post 2024 Council election) will include a full deliberative engagement process.

## OFFICER RECOMMENDATION

### 16. That Council

#### 16.1 Adopt the Asset Plan 2022-2032.

## ATTACHMENTS

1. Governance Review [8.3.1 - 2 pages]
2. COB Asset Plan 2022-2032 [8.3.2 - 46 pages]

## OFFICIAL

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

1. The Asset Plan is a legislation requirement under the *Local Government Act 2020*.

**COMMUNITY IMPACT**

2. Nil at this stage. Future reviews of the Asset Plan will be subject to a full deliberative engagement process.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. The Asset Plan discusses the importance of environmentally sustainable assets at Section 8. Future Drivers.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. The Asset Plan will inform Councils 10 Year Capital Works Plan via best practice asset management techniques. The Capital Works Plan in turn directly informs our 10 Year Finance Plan ensuring our budget is appropriate and targeted for maximum economic efficiency.

**FINANCIAL IMPLICATIONS**

5. The implementation of best practice asset management processes requires dedicated resourcing. The city is currently filling this resource gap via 2 X new EFT positions within the Asset Team. This will ensure much improved asset management for the organisation.

**LEGAL AND RISK CONSIDERATIONS**

6. The Asset Plan is a legislation requirement under the *Local Government Act 2020*.
7. The implementation of the city's first asset plan will ensure a continual improvement process is put in place to reduce the risks associated with asset management.

**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. Nil at this stage. Upcoming reviews of Council's Asset Management Plans and Asset Strategy will include community consultation and engagement.

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**GENDER EQUALITY ACT 2020**

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

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

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

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CITY OF BALLARAT

**Asset Plan  
2022–2032**





**We are committed to managing our portfolio of public assets responsibly and sustainably.**

**The decisions we make need to be right not only for the future of our community but also for the environment.**

**This Asset Plan shows how we propose to do this.**



## **The City of Ballarat is responsible for more than \$2 billion in public assets. These exist to benefit our community.**

With more people attracted to our great city, our population is growing fast. This causes greater usage of our existing assets and more demand for new assets.

In deciding what we can and can't afford, we need to understand the impact that population growth along with other challenges such as climate change have on what it costs to manage our assets.

Operating with a finite budget, we need to balance economic, social, cultural and environmental considerations to make sure our assets support the services and public amenity that our community needs and expects, now and into the future.



—  
The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



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# 1. PURPOSE OF THIS PLAN

**This Asset Plan provides clear direction about how the City of Ballarat proposes to manage the portfolio of public assets we control over the next 10 years and beyond to ensure responsible and sustainable stewardship for the benefit of current and future generations.**

It provides an overview of the state of our assets at a point in time, highlighting their value and how they play a critical role in supporting the delivery of services and amenity for our community while pointing out what it costs to manage and maintain them.

It outlines how we will plan, invest in and deliver our assets to ensure they function at a standard that supports levels of service and amenity that are in line with changing community needs and expectations balanced with what our community can afford.

It provides clear guidance about how we will allocate available public resources to ensure they are targeted to optimise the service potential of our assets in line with our community's 10-year vision for our city and the objectives of the Council Plan 2021–2025 while achieving fiscal responsibility.

It establishes robust governance structures that will underpin consistent, evidence-based decision-making to ensure transparency and improve accountability.

It highlights the challenges we face in balancing economic, social, cultural and environmental considerations while operating with a finite budget for the maintenance and renewal of assets and within an environment of rate capping.

It details expenditure forecasts that will assist in making evidence-based decisions on future maintenance and renewal programs and capital projects and the implications of decisions we make on our long-term financial planning and annual budgets.

It outlines the steps we will take as we work towards improving the efficiency and effectiveness of our asset management practices across the organisation.

**This plan is a cornerstone of the City of Ballarat's asset management agenda and will be built on over time with ongoing work.**

## > Compliance with the Local Government Act

The City of Ballarat has prepared this Asset Plan in compliance with section 92 of the Local Government Act 2020 which states that councils are required 'to develop, adopt and maintain an Asset Plan'. This is the first time an Asset Plan has been mandated.

## > Our commitment to community engagement

We seek to engage our community by providing a range of opportunities to contribute to decisions that affect asset and service delivery. In line with our community engagement policy and principles we will use deliberative engagement practices in the development of key strategic asset management strategies.



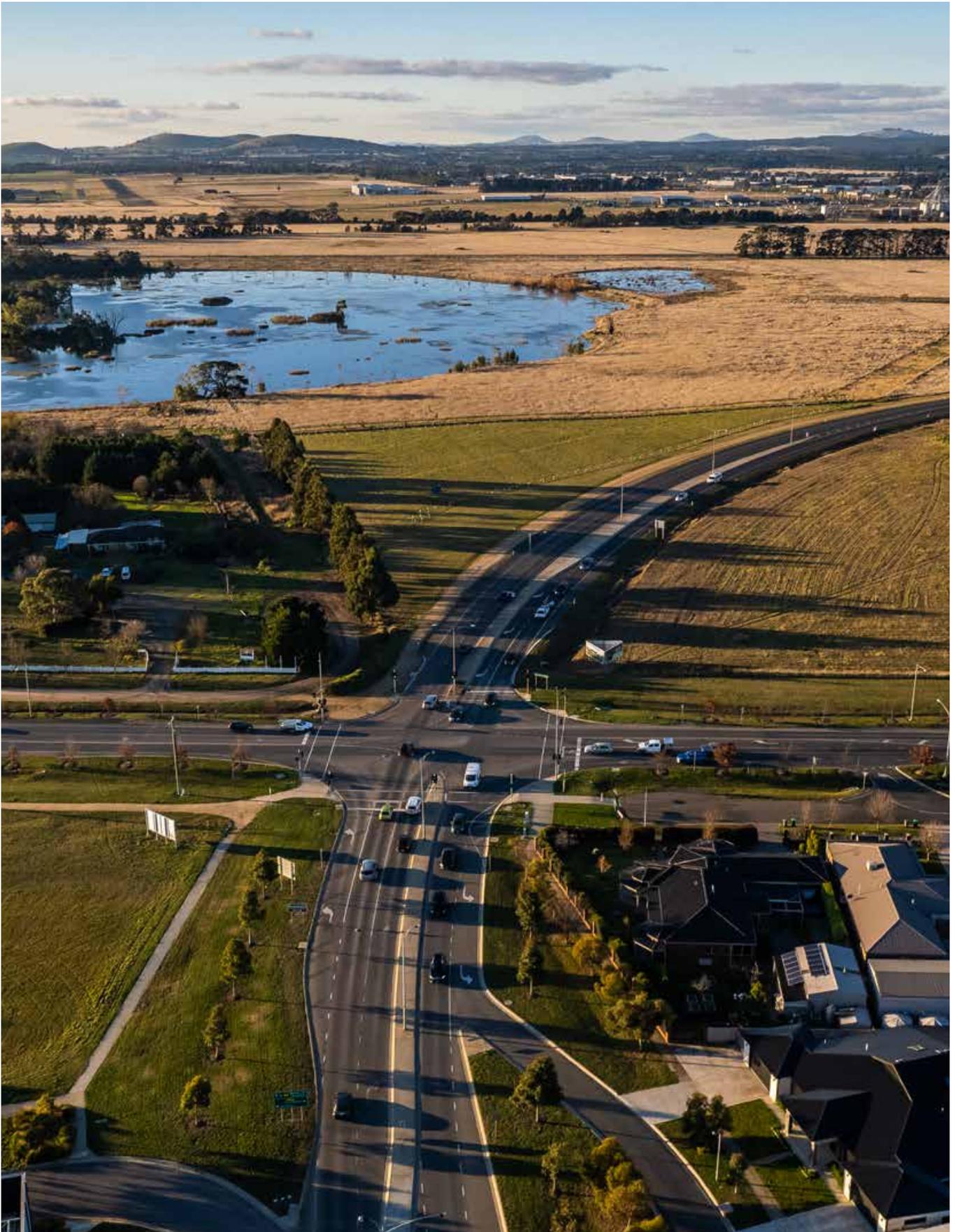
*"This Council is committed to making informed decisions based on the best available evidence and community engagement to ensure transparency in all of our decision-making."*

Cr Daniel Moloney, Mayor



*"As an organisation, we are developing a clear plan for how we will invest in our assets long-term to ensure they are fit-for-purpose and deliver the level of services that our community needs and expects and that ratepayers can afford."*

Evan King, Chief Executive Officer





## 2. ABOUT OUR ASSETS

Our assets are the things you can see or use when you're out and about in the municipality that play an integral role in supporting the effective delivery of services and public amenity.

Heritage and new. Built and natural. All the things that belong to all of us that help make life better and richer for each of us.

### What assets are covered in this plan?

For the purposes of this Asset Plan 'assets' refers to the portfolio of public assets that the City of Ballarat is responsible for managing. To make it easier for our community to understand what these assets are, we have grouped them according to their function:

TRANSPORT INFRASTRUCTURE	STORMWATER DRAINAGE	PARKS AND RECREATION	BUILDINGS AND FACILITIES
The things you use to get around as part of your day-to-day business, whether by vehicle or bike or as a pedestrian	The infrastructure you can see – and some you can't see – that manages stormwater run-off, mitigates flooding and improves water quality	The places and spaces you use when you're out and about enjoying the natural environment or taking part in recreation or other leisure pursuits	The places and spaces you use when you're accessing community services or taking part in recreational, cultural or social activities
Includes sealed roads and streets, gravel roads, bridges, kerb and channel, footpaths, trails, signs, roundabouts, speed humps, etc	Includes open drains, underground drains and pipes, drainage pits, other drainage infrastructure, wetlands, gross pollutant traps, etc	Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, public furniture and amenity assets (seats, barbecues, lighting, rubbish bins), etc	Includes town halls, leisure and aquatic centres, sports pavilions, libraries, community centres and other buildings that house community services, public toilets, etc

#### Some assets are not covered in this plan

It *does not* include cultural and heritage assets such as art and library collections and significant places and objects, or large specialised assets such as landfills which operate as separate business units with their own budget. We acknowledge that these assets also play an important role in the provision of services and public amenity. These asset types will be addressed under their own management plans.

> **The City of Ballarat is not responsible for the provision of schools, hospitals, medical facilities or emergency and safety facilities, however we can play an advocacy role in these areas.**

#### What is asset management?

A systematic process to guide the planning and design, creation and acquisition, maintenance and operations, renewal, and disposal and rationalisation of assets, using relevant data to support evidence-based decision-making to manage related risks and costs over the asset's useful life.

#### Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, amenity and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

With a finite budget for investment in assets and the added pressure of rate capping, a planned and measured approach to asset management is necessary to ensure a fair and fiscally appropriate response to maintenance and renewal to maximise an asset's useful life and ensure it remains fit-for-purpose.

### 3. HOW ASSETS SUPPORT COMMUNITY WELLBEING

Our assets exist to support the delivery of City of Ballarat services and public amenity that, in turn, support our community’s social and economic wellbeing.

When making decisions about the expansion or disposal of assets and prioritising our asset investment, we start by understanding what the appropriate levels of service are for an asset.

#### > Levels of service

Service levels are the standard at which an asset needs to perform so it supports the delivery of services and amenity in line with community needs and expectations balanced with what our community can afford within the constraints of a finite budget. This is illustrated in the examples below.

<p><b>How often do we mow our parks or sweep our streets?</b></p>	<p><b>What hours are our libraries open?</b></p>	<p><b>How many public toilets do we provide across the city?</b></p>
		
<p><b>How quickly do we respond to a customer request?</b></p>	<p><b>Are our buildings functioning at the standard they should?</b></p>	<p><b>Do our facilities meet all abilities access standards?</b></p>
		

Service levels are set by the City of Ballarat based on legislated levels of service and historical standards. When looking to materially vary service levels, we will do so in consultation with stakeholders including user groups and community stakeholders.

When determining appropriate service levels, we focus on the following key considerations:

- Do they protect public safety?
- Are they accessible to all?
- Do they contribute to the wellbeing of the community?
- Is their impact on the environment minimised?
- Do they reliably meet the informed expectations of our community?
- What is the ongoing investment needed to fund them?
- Do they comply with relevant legislation and technical standards?



## 4. STATE OF OUR ASSETS



### TRANSPORT INFRASTRUCTURE

Includes sealed roads and streets, gravel roads, bridges, kerb and channel, footpaths, trails, signs, roundabouts, speed humps, etc

Current value

**\$1,206.2 million**

Current average network condition

**Good**



### STORMWATER DRAINAGE

Includes open drains, underground drains and pipes, drainage pits, other drainage infrastructure, wetlands, gross pollutant traps, etc

Current value

**\$451.4 million**

Current average network condition

**Good\***

*\*Note - We do not have a structured condition assessment for stormwater assets. Our current knowledge of condition is based on what we can currently identify.*

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#### Condition descriptions

**Good** = Adequate for now | **Fair** = Needs some maintenance | **Poor** = Approaching or at end of life

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## PARKS AND RECREATION

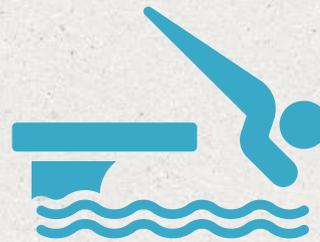
Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, public furniture and amenity assets (seats, barbecues, lighting, rubbish bins), etc

**Current value**

**\$97.4 million**

**Current average network condition**

**Fair**



## BUILDINGS AND FACILITIES

Includes town halls, leisure and aquatic centres, sports pavilions, libraries, community centres and other buildings that house community services, public toilets, etc

**Current value**

**\$240.8 million**

**Current average network condition**

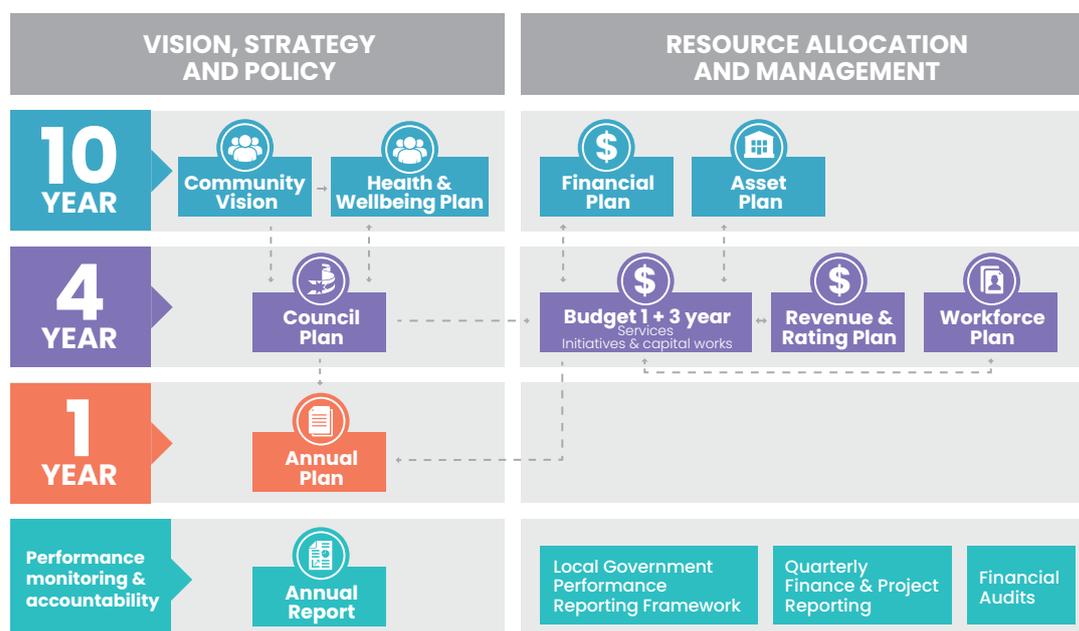
**Good**



## 5. STRATEGIC CONTEXT

This shows the interrelationships between the Asset Plan and key City of Ballarat strategic documents and how it supports their delivery.

### > City of Ballarat integrated strategic planning framework



#### > Community Vision 2021–2031

The Asset Plan ensures we manage our assets responsibly and sustainably so they perform optimally to support the delivery of services that our community needs and expects in line with our community’ vision: ***Ballarat, Victoria’s heritage city: leading the way as a sustainable, innovative and inclusive community.***

#### > Financial Plan 2021–2031

The Asset Plan provides information about how much we will need to spend on assets over the next 10 years. It captures the importance of the strong reciprocal relationship between asset management and financial management in balancing long-term financial sustainability while maintaining required levels of service and minimising risk. Assumptions underpinning the Asset Plan inform the Financial Plan by providing expenditure forecasts to support evidence-based

decision-making about future asset maintenance and renewal programs, levels of service and capital projects. This in turn informs the Annual Budget, Revenue and Rating Plan, Workforce Plan and Annual Plan.

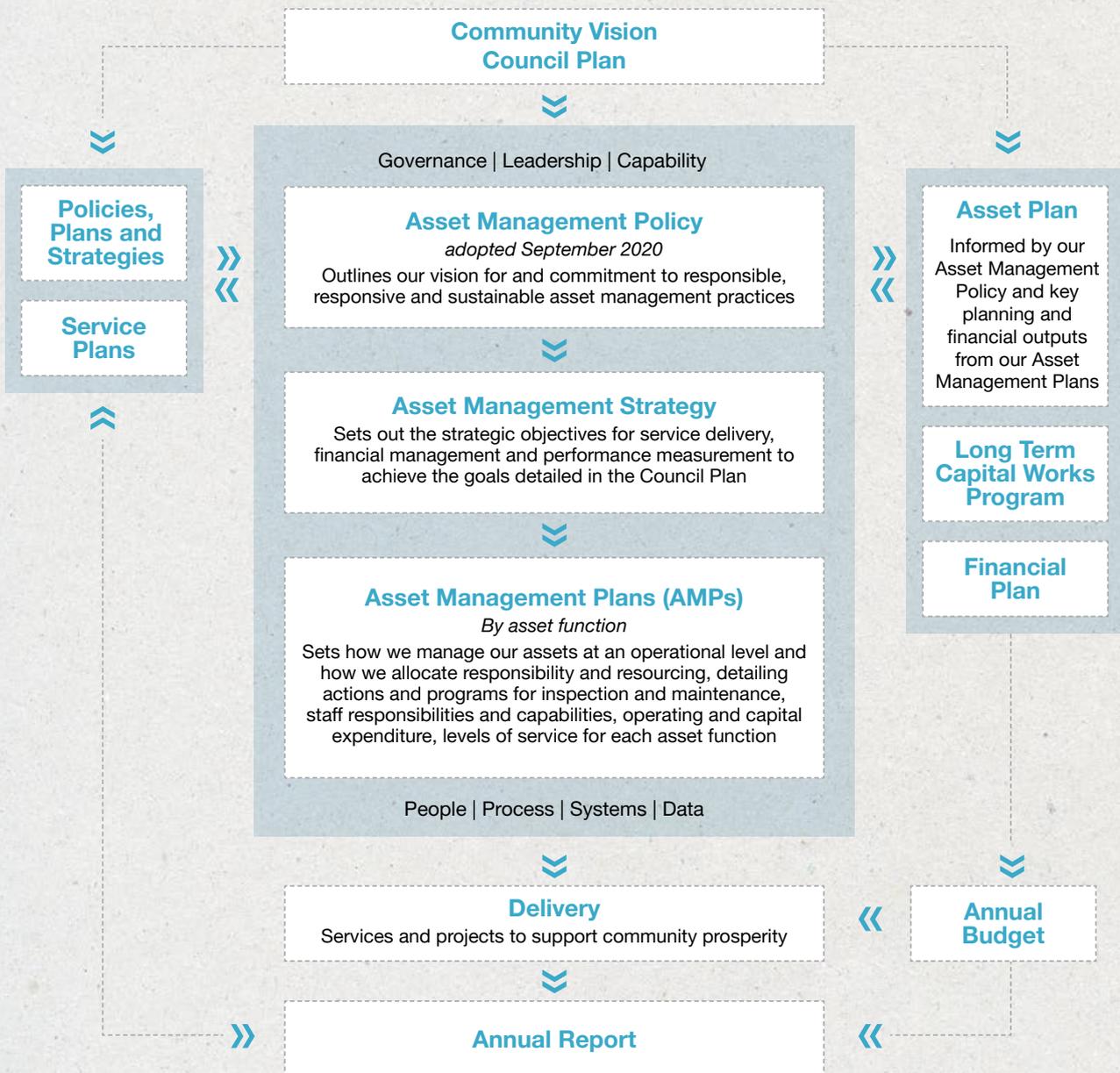
#### > Council Plan 2021–2025

The Asset Plan informs goals and actions related to service delivery, financial management and performance measurement that are detailed in the Council Plan.

**> The Asset Plan considers relevant regional, state and national plans and policies and the potential for strategic regional partnerships and collaboration.**

>City of Ballarat asset management framework

Our asset management framework shows the interrelationship between our strategic documents and how we manage our assets. This framework ensures that we follow a systematic approach to practising asset management.





## 6. OUR APPROACH TO ASSET MANAGEMENT

### City of Ballarat's role

How we plan, invest in and deliver assets is guided by robust and transparent processes and systems that support evidence-based decision-making. This is to ensure efficient, equitable and sustainable management of our assets. Asset management is a whole-organisation responsibility – it includes all City of Ballarat staff, Councillors and contractors.

## > Asset planning principles

These guiding principles reflect our commitment to a best practice contemporary approach to asset management and support our Community Vision:

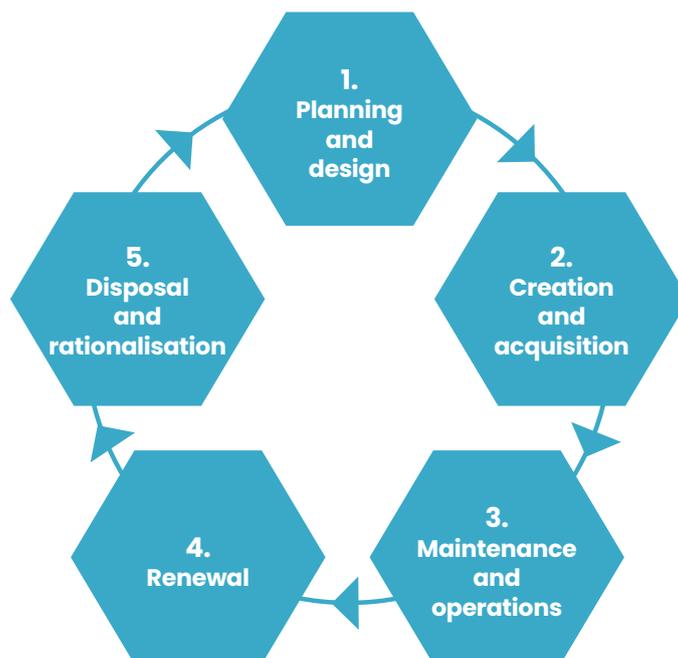
**> Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community.**





## > Lifecycle approach to asset management

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life – that is from the time a new asset is built or acquired to the time it is replaced or disposed of. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.



### > City of Ballarat lifecycle approach

#### 1. Planning and design

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, equity, maintainability and the environment are considered.

#### 2. Creation and acquisition

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. When constructing a new asset, prudent procurement practices are applied to ensure the best overall outcome.

#### 3. Maintenance and operations

Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant and reaches its expected useful life.

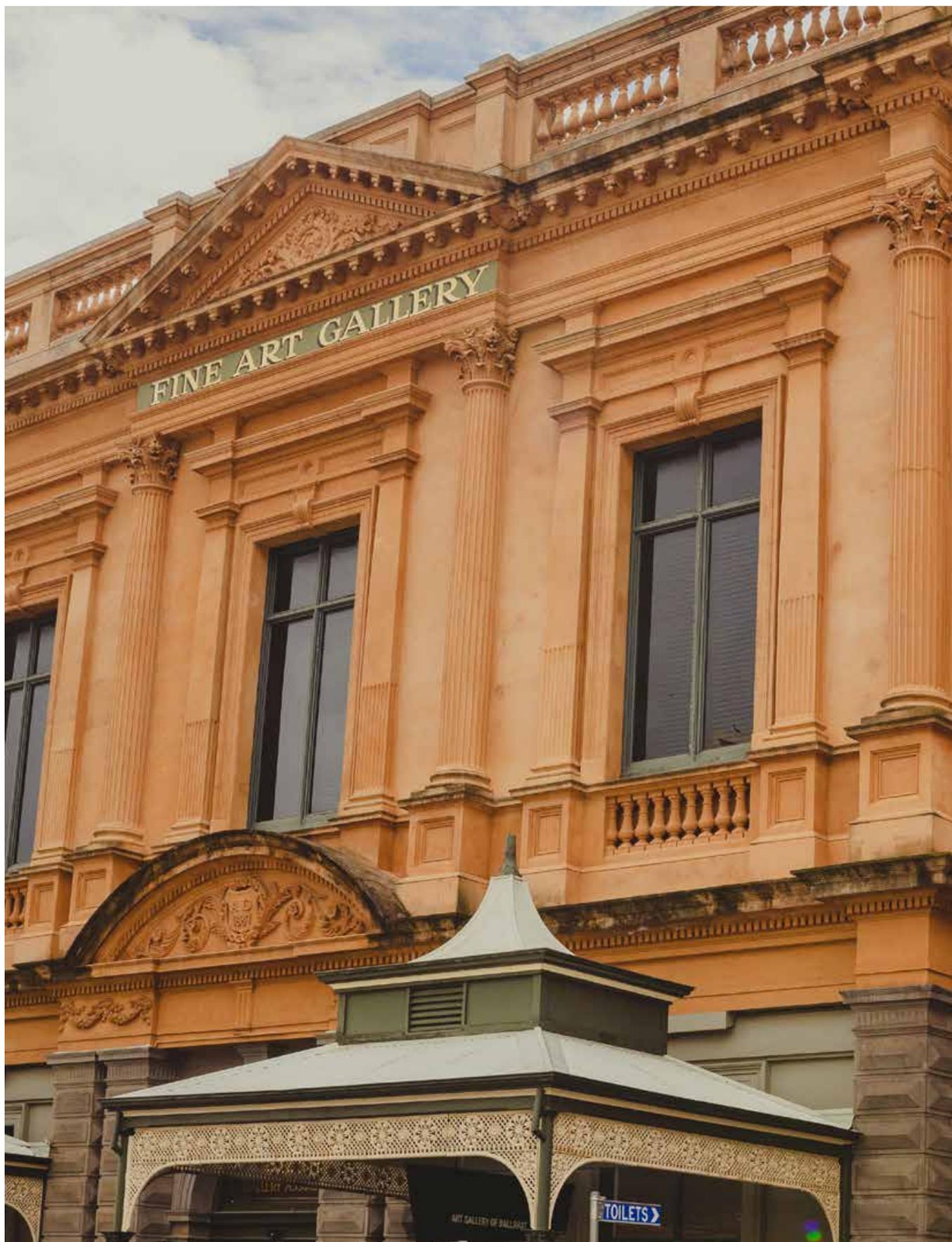
#### 4. Renewal

Existing assets are replaced only when they have reached the end of their useful life – that is, they no longer support the required level of service delivery – taking into account the whole-of-life cost of the asset, the potential for reuse or co-location of services, and the timing to optimise asset spending.

#### 5. Disposal and rationalisation

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered.

**> Asset data is captured and recorded for use in planning and managing our assets. Asset valuation data is used to inform funding requirements, while maintenance data is used to inform decisions about future capital and maintenance.**



## 7. OUR COMMUNITY'S ROLE

We are committed to engaging with our community and ensuring transparency in our decision-making by providing opportunities to provide input into decisions that affect asset and service delivery.

In compliance with the *Local Government Act 2020*, we seek feedback from the community at key points in the decision-making process to ensure we provide services and assets that are sustainable and available for future generations.

### Our stakeholders

- The community
- Council
- User groups
- Community groups

### > City of Ballarat community engagement principles

These guiding principles are applied at key points in our asset management planning process in line with our commitment to a best practice contemporary approach to community engagement.

1. We will enable the community to provide meaningful input into decision-making.
2. We will be clear about the objectives of engagement and the opportunities to influence decision-making
3. We will be respectful of all community members including residents, City of Ballarat officers and councillors.
4. We will provide accurate, timely and accessible information.
5. We will provide inclusive engagement opportunities for all community members, including those considered hard to reach.
6. We will provide multiple opportunities for the community to participate.
7. We will consider the needs and interests of all people in the decision-making process.
8. We will inform the community of the final decision and how their input was considered.
9. We will review and evaluate the effectiveness of the community engagement.
10. We will plan, resource and report on our engagement processes properly.

### > How we engage with our community

There are many ways members of the community can inform and influence decisions about our assets.

#### > Annual community perception survey

Community members have the opportunity to provide input that may be used to help us identify ways we can improve our performance and provide more effective services for our community.

#### > Annual Budget (incorporating capital works program)

Our draft Budget is developed using a consultation process that involves key stakeholders and councillors. It is then published for community comment and input.

#### > Council meetings

We provide access to meeting agendas and minutes and community members have the opportunity to raise issues directly with us at public meetings.

#### > Community forums

Community members have the opportunity to talk to Councillors and City of Ballarat staff directly about programs, services or any other matters.

#### > Digital Platforms

Community members can find out information about services and assets through our website or can interact directly with us via social media.

#### > Consultation on the development of asset management strategies and plans

Community members have the opportunity to provide input into decisions that affect asset and service delivery.

#### > Consultation for major infrastructure projects

We seek to engage with user groups and stakeholders who may be affected.

#### > Customer service requests

Community members can contact us directly about any hazards, maintenance issues or other problems they see. This complements our regular inspection programs and helps us preserve the safety and function of our assets.

### > Asset Plan engagement

Our Community Vision, Council Plan and Financial Plan were prepared with direct input from our community via deliberative engagement. Outcomes of this engagement have also been used to inform this Asset Plan.

Future versions of the Asset Plan will be prepared following deliberative engagement. This will allow our community to consider detailed asset planning information, discuss the impacts, trade-offs and comparative options for asset management, and influence a range of important principles that will guide our future asset and service decisions.

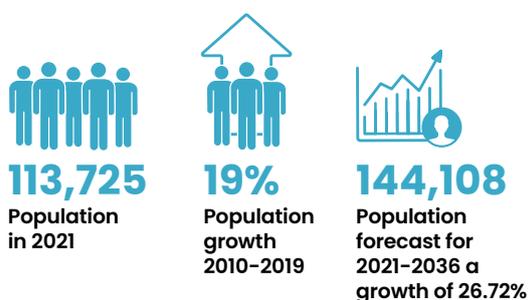


## 8. FUTURE DRIVERS

An essential starting point for effective service and asset planning is building a comprehensive understanding of external factors that have the potential to impact the decisions we make about our assets and how we look after them.

### > Population forecasts and trends

With more people attracted to live and work here, our city is experiencing significant population growth with this trend projected to continue over the next 10 years. This rapid growth is also driving notable changes in our demographic makeup, with Ballarat's population ageing and becoming more diverse compared to the state average. Together with changing household and family structures, this has implications for service and asset planning. It causes greater usage of existing assets and creates demand for new and different assets.



Infographic source: forecast.id

### > Key challenges and opportunities

Effective service and asset planning involves the consideration of current and emerging challenges and opportunities. These have the potential to impact our delivery of services and assets. As we continue to strengthen our asset management capabilities the resilience of our assets and services to potential future threats and risks will increase.

#### > Climate change

In the future we can expect more frequent and more extreme weather events including bushfires, heatwaves, droughts and flooding. These pose potential risks to our assets such as: increased energy costs to cool buildings due to rising average temperatures; decreased amenity of sporting fields and parks during periods of drought and lower rainfall; and disruption to essential services caused by damage to transport and telecommunications infrastructure during severe weather events.

Assets will need to be built and renewed to a standard that can withstand the impacts of climate change. This may require different and innovative approaches. We will continue to make use of sustainable energy sources and enhance our assets to help us mitigate our environmental impact and achieve our goal of net zero emissions by 2025.

#### > Economic climate

The costs for service delivery have been increasing at a rate greater than the Consumer Price Index (CPI). However rates increases are capped at CPI. This means our expenditure is growing faster than our income which has implications for investment in our assets and services in the future.

#### > Changes to legislation

Changes to legislation and policy can affect the type and level of services we need to provide. Legislative changes also have the potential to change how we plan our services and, in turn, our assets. We are required to meet our statutory and legislative obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs and services.

#### > Sector reforms

Sector reform can significantly affect the type and level of services we are responsible for delivering, for example in aged care and kindergarten programs.

#### > Popularity trends

Popularity trends can significantly affect the type and level of services we deliver, for example recent increases in female participation in particular sports.

#### > Future technologies

Changes in technology are emerging rapidly and have the potential to significantly change how we deliver services and assets. They present the opportunity to improve our asset management practices. At the same time they also present challenges associated with what assets we use today to deliver services, might not be the assets needed to deliver services in the future. We are preparing for changing work habits as the global economy becomes more digitised and we are planning to ensure that we share the benefits of technology with everybody in our community by implementing emerging technologies to make our services more accessible.

#### > COVID-19

In response to the challenges of COVID-19 we have had to adapt and innovate to find new ways of helping keep our community safe and connected while maintaining our high standard of service delivery. COVID-19 has also had significant impacts on our income and that of our community. We will need to continue to monitor the long-term impacts of the pandemic and the way we manage our assets and provide services in response to ensure our community is supported where there is most need.

#### > Unknown unknowns

There is the potential for challenges to arise that will have an impact on service and asset delivery.



## 9. FUNDING FOR THE FUTURE

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers .

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term financial sustainability.

### > Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Plan and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

The projected expenditure included in this Asset Plan is consistent with our Financial Plan and covers the planned asset spending over the next 10 years.

All funding requirements identified for each asset portfolio have been allocated in the Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change which will require adjustment to the Asset Plan and the Financial Plan.

### > Our asset investment strategies

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management. This means that we will aim to plan our assets so that they will continue to support quality living, economic development and the environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand across the municipality as we grow and change. Maintaining integration between our Asset Plan and Financial Plan is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment strategies align with our asset management and financial planning principles.

We will aspire to:

- Optimising asset life through timely and effective maintenance
- Continuing to place a high priority on renewing our ageing assets
- Managing the impacts of growth by being strategic in how we plan for our future asset needs
- Complying with our obligations by actioning legislated standards in asset planning and development
- Providing affordable services by balancing community needs and aspirations with what ratepayers can afford
- Building resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment

### > Asset investment categories

For the purposes of this Asset Plan, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

Expenditure category	Activity	Description
Recurrent costs	Maintenance	The ongoing expenditure required to keep an asset performing at the required level of service
	Operations	The recurrent (continuous) expenditure required to provide a service
Renewal costs	Renewal	The expenditure required to return the service potential or the life of an asset to its original state
Growth costs	Upgrade	The expenditure required to make improvements to an existing asset to enable a higher level of service
	Expansion	The expenditure required to extend or expand an existing asset to provide a service to a new group of users at the same standard as is currently enjoyed by existing users
	New	The expenditure required to create a new asset to provide a service that does not currently exist

### > Lifecycle costs

Lifecycle costs refers to how much money we will need to spend on an asset over the course of its useful life – that is, from the time a new asset is built or acquired to the time it is replaced or disposed of. The cost to create, operate and maintain an asset adds up so future costs need to be spread over the long term so we can plan to budget for this expenditure in coming years.

When determining when and how much we need to allocate to fund the lifecycle cost of an asset we consider costs according to the following categories:

Recurrent costs	These include asset maintenance and care and are determined according to levels of service and frequency of various activities, such as mowing parks, street sweeping, etc
Renewal costs	These are determined using our analysis tools that predict when an asset needs to be replaced based on its current condition and our understanding of how it ages and deteriorates over time.
Growth costs	The amount and the level of priority we need to allocate to improving our assets are guided by our various strategies, plans and community expectations. A discretionary project must pass through our investment evaluation processes before it is selected for inclusion in our capital works program.

> **Financial projections**

Our asset spending represents a significant investment that is made on behalf of the community. It is fundamental in enabling us to respond to ever-changing demand and to safeguard the future use of our assets.

Over the next 10 years we will invest in our assets to ensure they remain functional and safe and continue to support the delivery of quality services and amenity for our community.

Based on what we currently know about our assets and levels of service, we are projected to adequately fund their lifecycle costs through our Financial Plan over the next 10 years.

> **The financial analysis and expenditure forecasts in this Asset Plan are based on existing data, practices, processes, systems and standards. As our data, processes and practices improve our expenditure forecasts will be refined and used to inform future versions of the Asset Plan and the Financial Plan.**

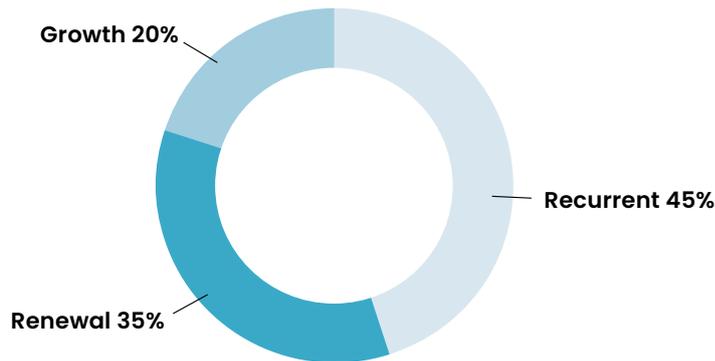
**Percentage of projected expenditure by renewal, growth and recurrent 2022-2032**



**Projected expenditure by asset function 2022-2032**

Asset function	Renewal \$'000	Growth \$'000	Recurrent \$'000	Total \$'000
Transport assets	194,331	90,797	127,914	413,042
Stormwater drainage	7,431	9,085	5,534	22,050
Parks and open spaces	72,748	26,189	211,503	310,440
Buildings and facilities	60,850	59,934	78,944	199,728
<b>Total</b>	<b>335,360</b>	<b>186,005</b>	<b>423,895</b>	<b>945,260</b>

Percentage of projected expenditure by renewal, growth and recurrent 2022-2032



Over the next 10 years we expect to spend:

Renewing our assets

**\$335.5 million**

Improving existing assets and creating new ones

**\$186 million**

Operating and maintaining our assets

**\$423.9 million**

This combined investment of

**\$945.3 million**

in making sure our assets remain safe and fit-for-purpose represents an average of **32 per cent** of the City of Ballarat's total annual expenditure.

*A detailed breakdown of what we expect to spend on each asset function over the next 10 years is provided in the individual asset profiles in the Appendix section.*

## 10. FUTURE ACTION

We are constantly looking for ways in how we can better manage our assets. In April 2022 we used the National Asset Management Assessment Framework (NAMAF) to assess our asset management maturity.

In moving forward, we have formulated the following improvement strategies to achieve greater

consistency and improved skills with respect to our asset management practices. We are on our way to implementing these strategies and have budgeted for additional resources to help us successfully achieve them in coming years.



### 1. Commit to good practice

We will enhance our asset management capability by embedding an asset management governance framework, improving our systems, capturing more comprehensive and reliable data, investing in staff development and following rigorous processes.

### 2. Commit to improved decision-making

We will make responsible evidence-based decisions by using data that is informed by agreed service levels as well as enhanced risk management processes and improved performance reporting.

### 3. Commit to financial sustainability

We will aspire to provide sustainable levels of funding and resources for our existing and future assets by integrating a lifecycle approach to asset management with long-term financial planning.

### 4. Commit to community engagement

We will seek to deliver appropriate service standards by consulting with our community on key asset and service issues.

### 5. Commit to quality service standards

We will aspire to provide the right assets in the right place to the right standard by ensuring our asset planning is informed by community need and affordable levels of service.

> **Specific actions that deliver these capability improvements will be implemented through our Asset Management Strategy and Asset Management Plans. Future versions of the Asset Plan will build on this work and reflect our improved knowledge, skills and practices.**

## 11. MONITORING AND REVIEW

Asset planning is not a set and forget process. It needs to be flexible to ensure our assets and levels of service are responsive to changes in population and demographics and the ongoing challenge of climate change, can capitalise on emerging trends and opportunities, and continue to meet agreed requirements as priorities change over time.

### **Asset Plan reviews and updates**

This Asset Plan will be formally reviewed and updated every four years in line with the new Council term to provide opportunities for the new Council to make any required changes.

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure it is responsive to our available financial resources over time.

### **> Reporting**

Our Asset Management Plans have a life of four years in line with the council election cycle. They are fully reviewed and updated within one year of each council election. They are also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

Reporting on service levels and other performance measures is undertaken as part of our Annual Report.

### **> Continuous improvement**

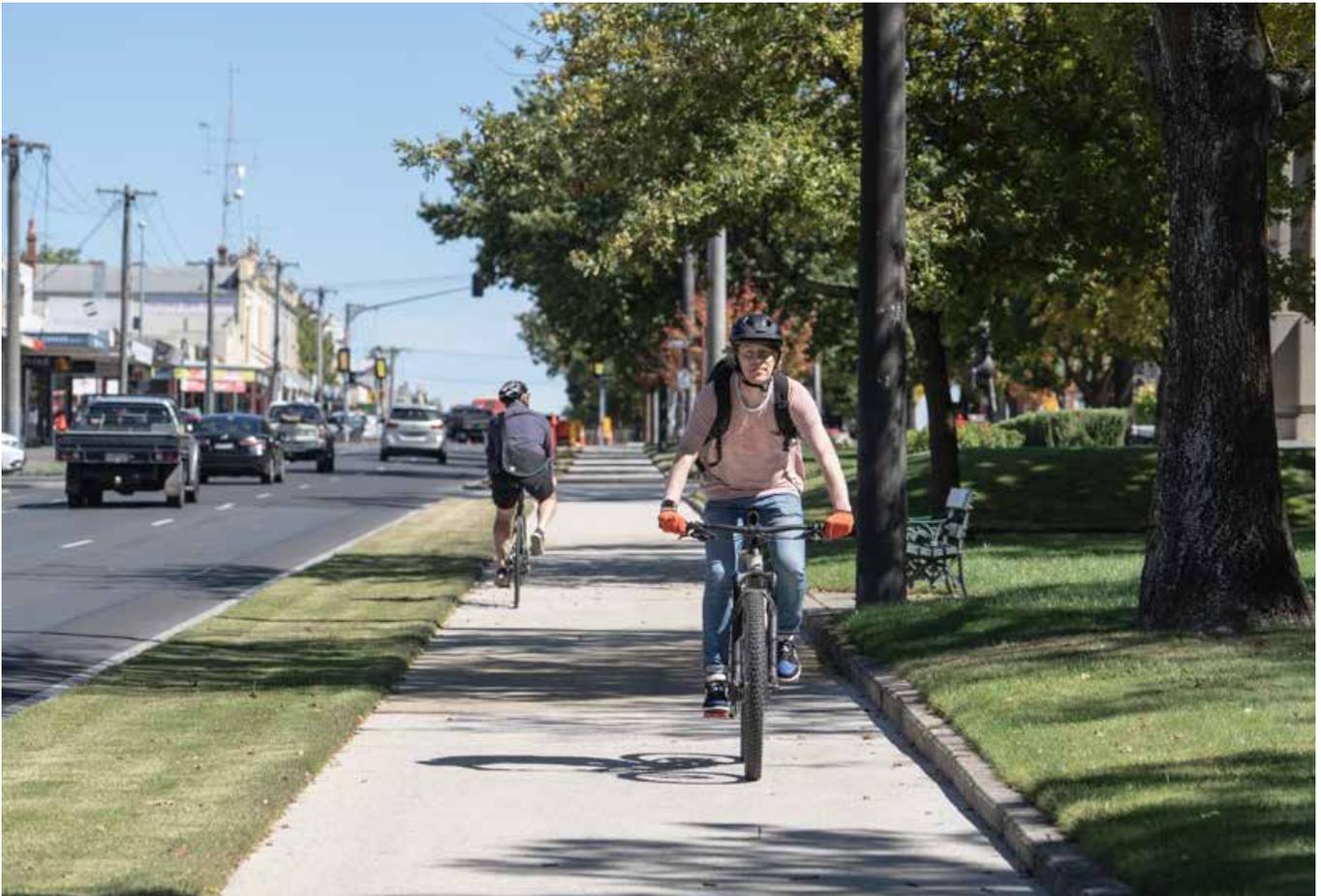
We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably and the City of Ballarat is committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this plan are based on existing data, processes, systems, processes and standards. The City of Ballarat is committed to identifying ways to achieve a more robust evidence base and analysis and to improving our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long term.



## **12. APPENDICES: ASSET PROFILES**

<b>TRANSPORT INFRASTRUCTURE</b>	<b>33</b>
<b>BUILDINGS AND FACILITIES</b>	<b>36</b>
<b>PARKS AND RECREATION</b>	<b>39</b>
<b>STORMWATER DRAINAGE</b>	<b>42</b>



## TRANSPORT INFRASTRUCTURE

Replacement value

**\$1,206.2 million**

### > What assets are included?

1,093km sealed roads, 382km unsealed roads, 844km footpaths, 1,347km kerb and channel, 241 bridges and major culverts, 54 car parks.

### > Why do we have these assets?

Our transport assets enable people to move safely and equitably around our city, whether by vehicle or bike or as a pedestrian.

### > What does our work involve?

#### Renewal

- Resurfacing of existing roads
- Road reconstruction or major patching of road failures
- Replacement of sections of existing pathways to an equivalent standard

#### Growth

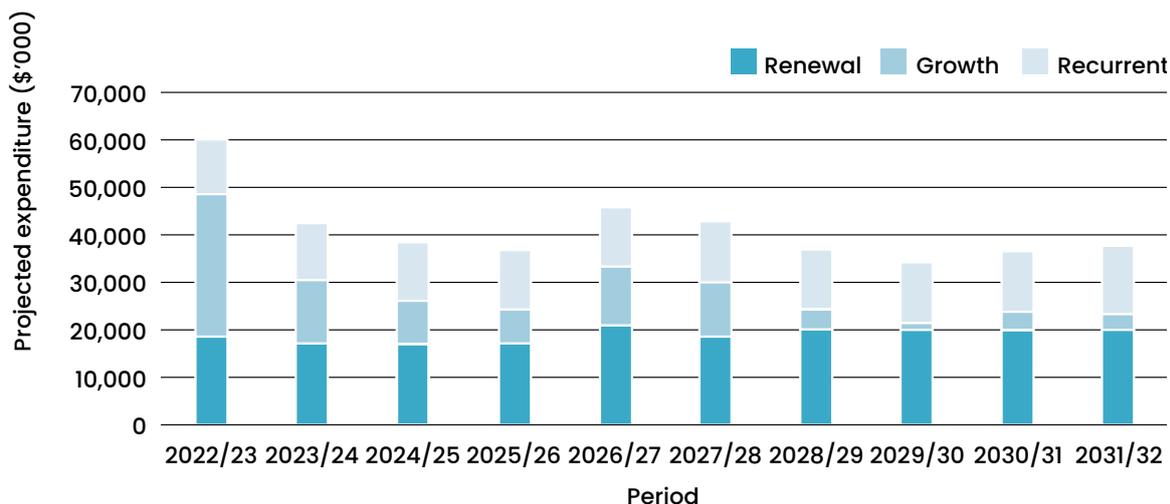
- Road safety improvements such as installation of crash barriers, intersection upgrades, etc
- Widening or duplication of existing roads
- Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc
- Extension of existing pathway network to address gaps in connectivity

#### Recurrent

- Maintenance and repairs to roads such as patching potholes, crack sealing, etc
- Linemarking
- Street sweeping
- Inspections of road and footpath networks

> How much do we plan to spend over the next 10 years?

Percentage of projected expenditure by renewal, growth and recurrent 2022-2032



Projected expenditure 2022-2032

Projected expenditure (\$'000)											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
<b>Recurrent costs</b>	11,768	11,912	12,105	12,299	12,576	12,859	13,148	13,444	13,747	14,056	<b>127,914</b>
<b>Renewal costs</b>	19,246	17,736	17,799	17,914	21,070	19,098	20,155	19,980	20,437	20,896	<b>194,331</b>
<b>Growth costs</b>	29,727	12,771	8,867	7,916	11,312	10,550	3,445	1,085	2,534	2,591	<b>90,797</b>
<b>Total</b>	<b>60,741</b>	<b>42,418</b>	<b>38,770</b>	<b>38,129</b>	<b>44,958</b>	<b>42,507</b>	<b>36,749</b>	<b>34,510</b>	<b>36,717</b>	<b>37,543</b>	<b>413,042</b>

> What do our projections tell us?

Over the next 10 years we expect to spend around \$413 million on maintaining, renewing and improving the city's road system.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network to retain the current average network condition of 'Good'.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on asset condition.

> **What are the future challenges and opportunities?**

Changing population	Increased freight task	Climate change	Legislation and compliance
<ul style="list-style-type: none"> <li>The increased demand on local roads and their connections with bigger roads due to population growth and increased dwelling density</li> </ul>	<ul style="list-style-type: none"> <li>The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings</li> </ul>	<ul style="list-style-type: none"> <li>The lack of availability of the sustainable transport options, including public transport</li> <li>The increased risk of damage to our transport assets due to more frequent and more extreme weather events</li> <li>The need to consider resilience in the design and construction of new assets</li> </ul>	<ul style="list-style-type: none"> <li>The need to ensure compliance with the <i>Road Management Act 2004</i></li> <li>The need to meet the requirements of our Road Management Plan</li> <li>The need to ensure clarity on which roads we are responsible for</li> </ul>

> **What key improvement actions will we take, including significant projects?**

- Update Transport Asset Management Plan including technical and community levels of service
- Continue progress towards digital data collection via adoption of A-SPEC specifications and standards
- Continue trials of innovative products to progress towards a circular economy
- Continue to implement annual major patching and reseal programs
- Continue to implement annual renewal programs based on asset condition assessment data
- Continue to implement annual footpath renewal programs
- Continue to implement road safety initiatives
- Path and trail renewal programs





## BUILDINGS AND FACILITIES

Replacement value

**\$240.8 million**

### > What assets are included?

400 buildings, including libraries, leisure centres, community halls, civic centres, sports pavilions, heritage buildings, etc

### > Why do we have these assets?

Our buildings provide suitable accessible, inclusive, and welcoming spaces in which we can provide services both to and for the community.

### > What does our work involve?

#### Renewal

- Major structural repairs
- Replacement of roof or wall cladding
- Replacement of heating and cooling systems

#### Growth

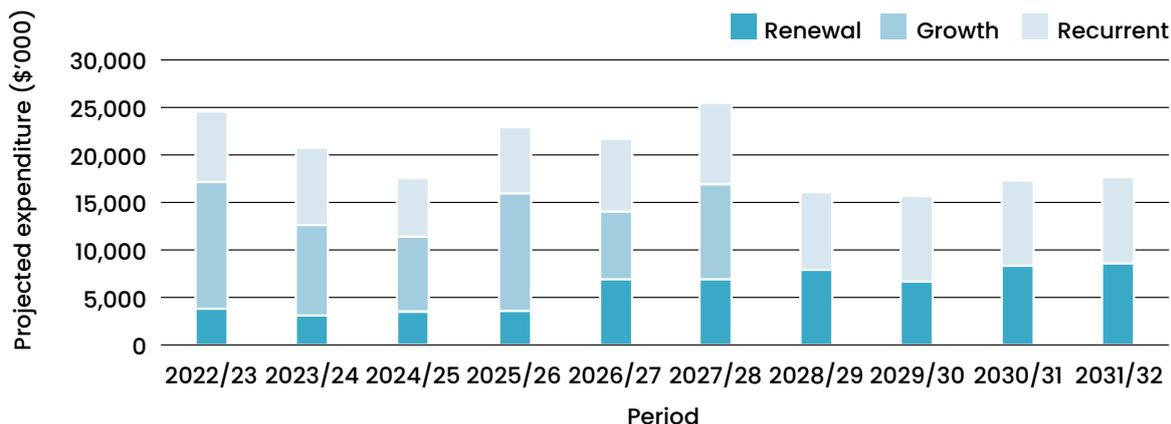
- Building extensions
- Sustainability improvements (e.g., PV systems, water harvesting and reuse systems, etc.)
- Construction of a new building to cater for increased or changing demand.

#### Recurrent

- Minor repairs to building components due to failure, vandalism, etc.
- Unblocking drains, service checks, carpet repairs
- Safety, compliance, and condition inspections
- Cleaning and pest control

### > How much do we plan to spend over the next 10 years?

Percentage of projected expenditure by renewal, growth and recurrent 2022-2032



Projected expenditure 2022-2032

Projected expenditure (\$'000)											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
<b>Recurrent costs</b>	7,536	7,492	7,521	7,529	7,698	7,871	8,048	8,230	8,415	8,604	<b>78,944</b>
<b>Renewal costs</b>	4,012	3,681	3,714	3,736	7,005	7,090	7,796	7,330	8,151	8,334	<b>60,850</b>
<b>Growth costs</b>	13,083	9,477	7,164	11,565	7,572	10,557	124	128	131	134	<b>59,934</b>
<b>Total</b>	<b>24,631</b>	<b>20,650</b>	<b>18,399</b>	<b>22,829</b>	<b>22,276</b>	<b>25,518</b>	<b>15,969</b>	<b>15,687</b>	<b>16,697</b>	<b>17,072</b>	<b>199,728</b>

### > What do our projections tell us?

Our projections indicate that we will spend approximately \$200 million on our buildings over the next ten (10) years.

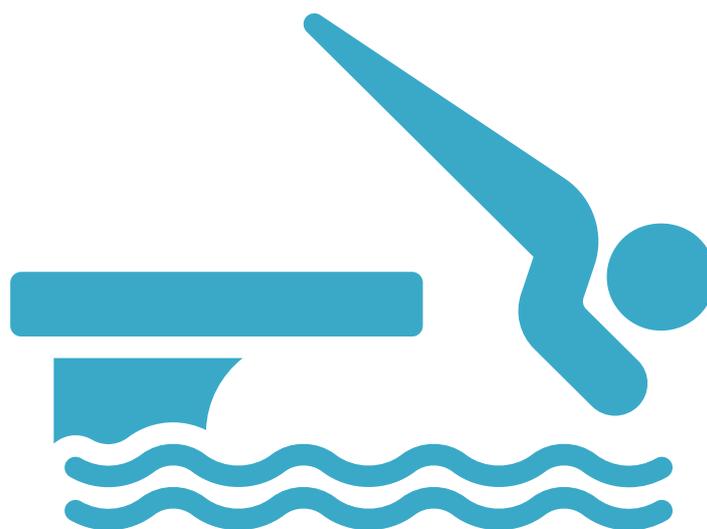
Along with maintaining the condition of our buildings as they age and deteriorate; we will also need to provide facilities that are of a contemporary standard, making sure that they are accessible, environmentally sustainable, and meet the service needs of our growing and changing population.

> **What are the future challenges and opportunities?**

Changing population	Climate change	Financial	Legislation and compliance
<ul style="list-style-type: none"> <li>The need to improve access for all genders and abilities and other underrepresented communities</li> <li>The need to meet diverse – and often competing – community demand and expectations for facilities</li> </ul>	<ul style="list-style-type: none"> <li>The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events</li> <li>The challenge of ensuring we meet our target of net zero</li> </ul>	<ul style="list-style-type: none"> <li>The need to maximise the use of existing facilities and to manage assets that are surplus to need</li> <li>The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage</li> <li>The challenge of accommodating costs associated with new buildings within existing budget allocations</li> </ul>	<ul style="list-style-type: none"> <li>The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, occupational health and safety, etc</li> <li>The need to ensure buildings are provided in line with the National Construction Code</li> </ul>

> **What key improvement actions will we take, including significant projects?**

- Update the Building Asset Management Plan including technical and community levels of service.
- Update condition assessments of council buildings.
- Community Infrastructure Plan implementation
- Develop a Public Toilet Strategy
- Continue to invest in building related carbon reduction initiatives





## PARKS AND RECREATION

Replacement value

**\$97.4 million**

### > What assets are included?

136 play spaces including playgrounds, skate parks, fitness stations, etc., 34 sports reserves, 47 sports courts including netball, tennis, etc., other items such as park benches, picnic settings, barbeques, litter bins, public lighting, etc.

### > Why do we have these assets?

Parks and recreation assets allow us to enjoy many outdoor aspects of our city.

### > What does our work involve?

#### Renewal

- Replacement of playground equipment
- Replacement of park furniture
- Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard

#### Growth

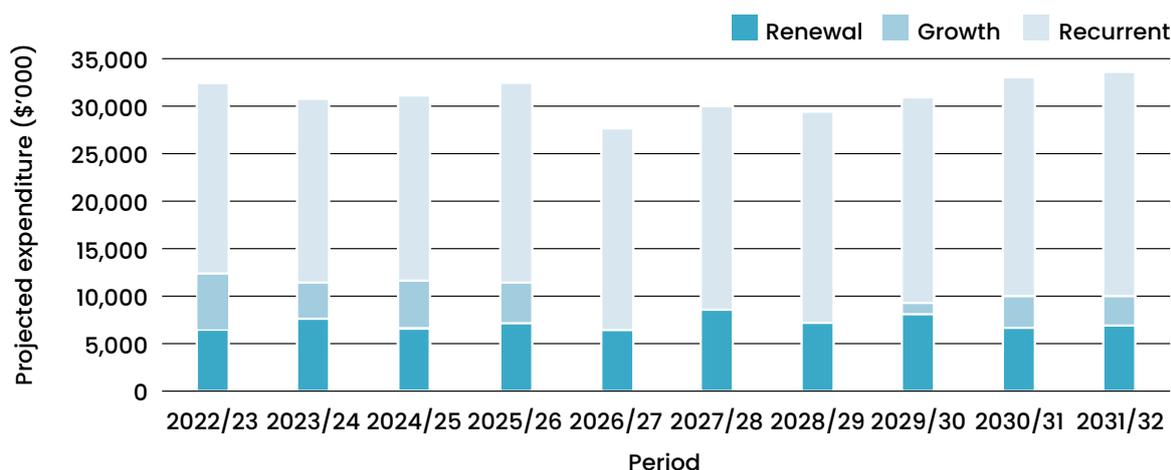
- Playing court extension
- Replacement of playground equipment to a higher standard
- Development of new park or reserve

#### Recurrent

- Hazard/defect inspections
- Mowing, vegetation/weed control
- Garden bed maintenance
- Litter collection and facility cleaning
- Graffiti removal

### > How much do we plan to spend over the next 10 years?

Percentage of projected expenditure by renewal, growth and recurrent 2022-2032



Projected expenditure 2022-2032

Projected expenditure (\$'000)											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
<b>Recurrent costs</b>	19,333	19,656	20,007	20,360	20,818	21,286	21,765	22,255	22,756	23,268	<b>211,503</b>
<b>Renewal costs</b>	6,312	7,474	6,734	7,763	6,785	8,546	7,538	7,490	6,974	7,131	<b>72,748</b>
<b>Growth costs</b>	6,339	3,445	4,549	3,807	183	190	196	1,095	3,158	3,229	<b>26,189</b>
<b>Total</b>	<b>31,984</b>	<b>30,575</b>	<b>31,290</b>	<b>31,930</b>	<b>27,786</b>	<b>30,022</b>	<b>29,499</b>	<b>30,840</b>	<b>32,888</b>	<b>33,628</b>	<b>310,440</b>

### > What do our projections tell us?

Ballarat is well known for some of its key open space areas, like Lake Wendouree, Victoria Park, Lake Learmonth and Mt Buninyong as well as smaller community open spaces. The open space system provides a diverse range of opportunities for residents and visitors as well as the preservation of significant natural environments and features.

Approximately \$310 million will be allocated to our open space assets.

A significant proportion of this (\$211 million) is planned to be spent on the day-to-day activities that we undertake to maintain and care for our parks, playgrounds, sportsgrounds, gardens, and streetscapes.

> **What are the future challenges and opportunities?**

Changing population	Open space provision	Participation trends	Environmental sustainability
<ul style="list-style-type: none"> <li>The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live</li> </ul>	<ul style="list-style-type: none"> <li>The increased expectation that we are working towards preserving or increasing the amount and quality of green space</li> </ul>	<ul style="list-style-type: none"> <li>The expected increase in a focus on better health and wellbeing and enhanced social connectivity</li> <li>The need for a diverse range of high-quality facilities to meet changing community demand, including spaces for non-competitive, social and passive leisure opportunities as well as structured recreation</li> </ul>	<ul style="list-style-type: none"> <li>The need to plant more drought-tolerant plants and grasses to mitigate the impact of prolonged drought conditions on our parks, gardens and local flora and fauna</li> <li>The potential for increased water consumption to maintain the presentation of open spaces and the safe function of sporting grounds</li> </ul>

> **What key improvement actions will we take, including significant projects?**

- Update the Parks and Open Space Asset Management Plan including technical data and community levels of service
- Implementation of regular open space related maintenance programs
- Update Council's Open Space Strategy





## STORMWATER DRAINAGE

### Replacement value

**\$451.4 million**

#### > What assets are included?

698km of underground pipes, culverts and channels, 22,222 drainage pits, other drainage structures wetlands, gross pollutant traps, etc.

#### > Why do we have these assets?

Stormwater assets help to manage the rainfall on our city.

#### > What does our work involve?

##### Renewal

- Replacement of pits and pipes

##### Growth

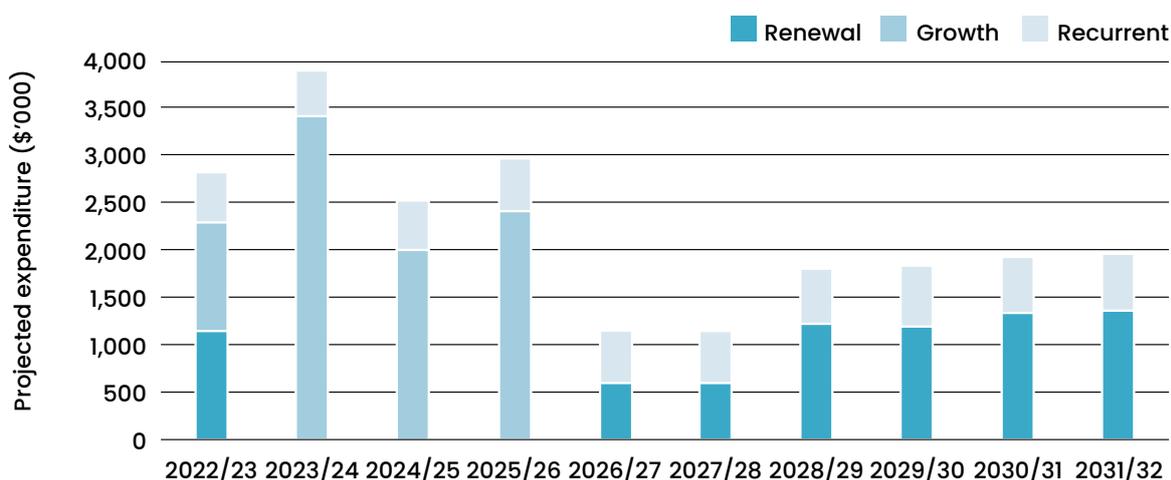
- Replacement of pipes to a higher hydraulic capacity
- Extension of the stormwater drainage network
- Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc
- Stormwater harvesting initiatives

##### Recurrent

- Pit cleaning
- Pipe cleansing and removal of debris, sediment, etc.
- Removal of litter from Gross Pollutant Traps
- Programmed inspections

> How much do we plan to spend over the next 10 years?

Percentage of projected expenditure by renewal, growth and recurrent 2022-2032



Projected expenditure 2022-2032

Projected expenditure (\$'000)											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	Total
<b>Recurrent costs</b>	513	519	525	531	543	555	568	580	593	607	<b>5,534</b>
<b>Renewal costs</b>	1,050	-	-	-	605	605	1,242	1,277	1,312	1,341	<b>7,431</b>
<b>Growth costs</b>	1,245	3,410	2,000	2,430	-	-	-	-	-	-	<b>9,085</b>
<b>Total</b>	<b>2,808</b>	<b>3,929</b>	<b>2,525</b>	<b>2,961</b>	<b>1,147</b>	<b>1,160</b>	<b>1,810</b>	<b>1,857</b>	<b>1,905</b>	<b>1,948</b>	<b>22,050</b>

> What do our projections tell us?

We acknowledge that we have more work to do to understand the performance of our drainage network to make sure that we are allocating sufficient funds towards the management of our stormwater drainage assets.

We need to better understand the capacity of the network under climate change scenarios to identify areas that may need improvement. We also need to improve our knowledge of the condition of the drainage network.

Better information on the performance of the stormwater drainage network will enable more accurate lifecycle costs to be determined that will be reflected in future revisions of our Asset Plan and Financial Plan.

> **What are the future challenges and opportunities?**

Development density	Ageing infrastructure	Climate change	Environmental sustainability
<ul style="list-style-type: none"> <li>The need to upgrade the capacity of our existing drainage network to mitigate flooding due to increased volumes of stormwater run-off caused by continued urban consolidation</li> <li>The need to implement stormwater quality improvement initiatives to protect receiving waterways affected by continued urban consolidation</li> </ul>	<ul style="list-style-type: none"> <li>The need to upgrade some of our older stormwater assets that are currently under capacity to improve flood immunity</li> <li>The need to deal with more frequent and extreme flooding events</li> <li>The ability to fund the timely renewal and upgrade of stormwater assets that are in poor condition</li> </ul>	<ul style="list-style-type: none"> <li>The projected reduction in current levels of service with respect to flood protection and accessibility due to more frequent and more extreme weather events that lead to more flooding</li> </ul>	<ul style="list-style-type: none"> <li>The increased need to provide infrastructure for the capture, treatment and reuse of stormwater to enable us to make use of stormwater run-off as a sustainable resource</li> </ul>

> **What key improvement actions will we take, including significant projects?**

- Update the Stormwater Asset Management Plan including identification of technical and community levels of service
- Continue progress towards digital data collection via the adoption of A-SPEC specifications and standards
- Continue to update Council’s asset register by collecting stormwater asset information.
- Complete flood modelling and flood map updates for Union Jack Creek
- Update council’s Stormwater Management Plan
- Progress the City’s major flood mitigation projects.







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

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May 2022

## 8.4. MUNICIPAL EARLY YEARS PLAN FINAL

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Amy Treyvaud – Coordinator Early Years Partnerships

### PURPOSE

1. To update Councillors regarding the development of the 2022-2026 Municipal Early Years Plan (MEYP) and changes made as a result of the consultation process and feedback received.
2. To seek endorsement and adoption of the Plan.

### BACKGROUND

3. The Municipal Early Years Plan (MEYP) is not a legislative requirement but is an important tool to support planning and track improvement.
4. This is the City of Ballarat's fourth MEYP with the last plan concluding in 2018.
5. The MEYP focuses particularly on children 0-8 years.
6. This is a four-year plan and implementation plans and indicators will be developed.
7. City of Ballarat is a signatory to the Victorian Child Friendly and Communities Charter and are represented on the state-wide Child Friendly Cities and Advisory Network groups.
8. When briefed at the commencement of the MEYP consultation process, Councillors indicated that a focus on cultural inclusion and infrastructure was important.
9. When the draft was presented to Councillors at the March briefing, the need to highlight support for vulnerable children and families was noted.

### KEY MATTERS

10. Extensive consultation and co-design with internal staff, professional stakeholders, community and children took place during the development of the plan and informed the plan's priorities.
11. Connection is an overarching theme throughout the plan, with connection to community, and interconnected service sector, connection to place and country and connection to City of Ballarat identified in consultations and co-design workshops as being integral to the success of the plan.
12. The MEYP has six goals centred around The Nest, and evidence-based child and youth wellbeing framework developed by the Australian Research Alliance of Children and Youth (ARACY). The goals include:

- Valued, loved and safe
  - Having material basics
  - Being Healthy
  - Children are learning
  - Children are participating
  - Positive sense of culture and identity (which also incorporates a focus on cultural inclusion and infrastructure)
13. Children's voices are prominent throughout the plan, and this adheres to the Child Friendly principle of children being free to express their individual opinions and to have these considered in decisions that impact them.
14. Action plan priorities for the next two years are developing a Child Friendly Assessment Framework, improved provision of information and increasing accessibility to high quality programs, services and facilities.
15. Following the March Council meeting, where the draft MEYP was approved for public exhibition, a City of Ballarat My Say campaign was opened for a period of four weeks to gain feedback from internal staff, professional stakeholders, community and children.
16. The MEYP draft exhibition and consultation was promoted through local print and radio media, as well as the City of Ballarat social media platforms, through the Early Years Partnership and directly to local schools and early years programs.
17. Seven responses were received via the MySay platform and several submissions were also received via email. This feedback was considered, and a summary of minor changes to the MEYP document is included in the attachments.

## OFFICER RECOMMENDATION

### 18. That Council:

#### 18.1 Endorse and adopt the Municipal Early Years Plan 2022-2026.

## ATTACHMENTS

1. Governance Review [8.4.1 - 3 pages]
2. Municipal Early Years Plan 2022-2026 FINAL [8.4.2 - 38 pages]
3. MEYP Feedback and actions 2022 [8.4.3 - 6 pages]

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

1. The Municipal Early Years Plan (MEYP) was developed with input from an internal steering group including representatives from key business units to ensure alignment with other plans and strategies; such as Development Facilitation, Communications and Design, Business Improvement, Arts and Events, Recreation Services, Engaged Communities, Libraries and Lifelong Learning and Family, Youth and Children's Services.
2. Alignment with the Council Vision, Council Plan (specifically Goal 2: A healthy, connected and inclusive community), strategies and policies are explicit throughout the MEYP; it builds upon the work of the previous Municipal Early Years Plan; and links with the other plans and strategies in the City of Ballarat strategic framework, including:

10 Year Horizons

Community Vision 2030

Health and Wellbeing Plan 2021-2031

Community Infrastructure Plan 2021-2036

Four Year Horizon

The Council Plan (2021-2025)

Other relevant plans, strategies and frameworks

Ballarat Strategy 2015

Ballarat Planning Scheme

Community Engagement Framework

Intercultural City Strategic Plan 2018-2021

Play space Management Plan 2021-2025

Libraries and Learning Strategy 2022-2027

Reconciliation Action Plan 2022-2024

Ballarat Integrated Transport Plan 2020

Ballarat Prosperity Framework 2020

Circular Ballarat Framework 2021

Bakery Hill Urban Renewal Plan 2019

Gender Equality Action Plan 2021-2025

Disability Access and Inclusion Plan 2019-2022

Active Ballarat Strategy 2020

Active Women and Girls Strategy 2018

Ballarat Creative City Strategy 2019

Ballarat Cycling Action plan 2017-2025

Ballarat Event Strategy 2018-2028

Ballarat Heritage Plan 2017-30

Food Strategy 2019-2022

Road Management Plan 2021

Urban Forest Action Plan 2019

**COMMUNITY IMPACT**

3. 20% of our population is aged 14 years and younger and this percentage is growing. We need to plan for our growing population the MEYP support the identification of priorities and planning to meet the diverse need of our population, with a focus on inclusion and infrastructure.
4. Key themes that emerged during the consultations with community, including children, focused on the need for connection. Connection to community, and interconnected

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service sector, connection to the City of Ballarat and connection to place and country were all highlighted as important. The MEYP aims to strengthen these connections and these aims are embedded in the actions.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

5. Environmental sustainability is one of the principles of the MEYP and the plan clearly identifies multiple actions related to climate change awareness and education.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

6. There are no economic sustainability implications identified.

**FINANCIAL IMPLICATIONS**

7. The anticipated cost to Council in the next two years is approximately \$55,000. Future financial implications have been detailed in the action plan.
8. The action plan also identifies links to business cases to be developed in line with other strategic plans eg. Creative City Strategy, Reconciliation Action Plan (2022-2024 - under development), and Community Infrastructure Plan (2021-2036)

**LEGAL AND RISK CONSIDERATIONS**

9. There are no immediate risks that have been identified.

**HUMAN RIGHTS CONSIDERATIONS**

10. 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**

11. In 2020 and 2021, the City of Ballarat conducted children's consultations, with questions collaboratively developed by Council Officers. The consultation responses were utilised in the development of the MEYP.
12. Broad consultations and co-design workshops were held with City of Ballarat staff, professional stakeholders and community, including children.
13. Children's consultations responses were gathered via MySay and hard copy templates distributed to schools and all consultations and co-design workshops specific to the MEYP were held via Zoom due to COVID restrictions at the time.
14. Following the March Council meeting, where the draft MEYP was approved for public exhibition, a City of Ballarat MySay campaign was opened for a period of four weeks to gain feedback from internal staff, professional stakeholders, community and children.

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15. The MEYP draft exhibition and consultation was also promoted through local print and radio media, as well as the City of Ballarat social media platforms and through the Early Years Partnership and directly to local schools and Early Years Programs.

**GENDER EQUALITY ACT 2020**

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

Based on findings from the gender impact assessment, it is recommended that as far as is practical, that action is taken to challenge gender stereotypes and roles throughout the operationalisation of this plan.

Children's early years are crucial in the formation of gender roles and stereotypical notions of what it means to be masculine or feminine. In addition, positively influencing children's and families understanding of gender norms, is most likely to be achieved at this time.

Inclusion and equality are amongst the driving principles of the Municipal Early Years Plan. The implementation of the plan will support the provision of gender equitable service provision and the promotion of gender equality through role modelling, language, settings and communication.

Guiding actions include:

- Staff use of gender-neutral language across our services, including embedding gender-neutral language in our policies and documents as they are developed or reviewed
- Actively seeking ways to engage more men/fathers in activities, events and parenting opportunities
- Auditing resources and opportunities such as books and play items to ensure that there are diverse experiences provided that encourage engagement and play that challenge rigid gender norms and expectations.

This recommendation will deliver early years services, events, settings and opportunities that are more inclusive, accessible and equitable and that challenge gender roles and stereotypes. This will strengthen the capacity of Council to reduce limits that gender stereotypes otherwise place on children according to rigid societal gender roles and expectations. This will broaden opportunities for children of all genders and their parents through the provision of a supportive environment that actively encourages gender equality.

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

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

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CITY OF BALLARAT  
**Municipal Early Years  
Plan 2022–2026**





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The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

—

Ludowyk Evaluation would like to thank the City of Ballarat staff, external stakeholders, children, and families of Ballarat, including Traditional Owner families, who contributed to this work. Thanks to Sebastopol Primary School, Ballarat Primary School (Dana Street) and Lucas Primary School students and staff for their contribution to this plan.



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## 2. Message from the Mayor of Ballarat



The Municipal Early Years Plan lays out our community's vision and priorities for Ballarat children, and for being a child friendly city for every child that lives, learns, is cared for and plays here. Our vision is informed by what children in Ballarat have told us is important to them through our 2020 Children's Consultation, and engagement with children and parents in the second half of 2021.

This plan outlines our roadmap for delivering this vision over the next four years. It states very clearly what the City of Ballarat will do to ensure Ballarat is a child friendly city for all children, with a special focus on COVID-19 recovery, while being realistic about what we can deliver. The focus is on providing leadership, practising good governance and advocating for our community. We are committed to making informed decisions based on the best available evidence and community engagement and will work in partnership with our community to deliver our services, programs and information.

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

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

We sincerely thank every individual and group who provided input into this process – your participation reflects an engaged and empowered community.

A handwritten signature in black ink, appearing to read "Daniel Moloney".

**Cr Daniel Moloney**  
**Mayor, City of Ballarat**

### 3. Ballarat – A leading child friendly city



**Children are a big part of our community. There are more than 20,000 children in Ballarat, and children aged 13 years and younger make up approximately 20% of our population<sup>1</sup> and this is growing.**

Ballarat is a signatory to the Victorian Child Friendly Cities and Communities Charter. The charter recognises that, without voting rights, the ability of children to influence the communities they live in is limited to the opportunities afforded to them by adults. As a Child Friendly City and aligned with the Victorian Charter of Human Rights and Responsibilities, the City of Ballarat is committed to engaging children in the life and decision-making of our city.

Fundamental to positive health and wellbeing is the right for children to experience environments that consider their needs. Our children are valued members of communities, and we commit to these principles:

- Act in the best interests of the child
- Freedom for children to express their individual opinions and right to have these considered in decisions that affect them
- Create equity for all children based on their needs

In October and November 2020, the City of Ballarat conducted a children's consultation which further demonstrated children's desire to have their voices heard as the children told us what they love about Ballarat.

This Municipal Early Years Plan 2022-2026 sets out our goals and priorities for children in our municipality with a particular focus on children aged 0-8 years, and the work we will undertake towards them. It presents our commitment to ensuring every child in Ballarat has access to high quality facilities, services and programs that meet their needs, and ensuring this standard is delivered across our growing municipality, for both our new and old neighbourhoods. It recognises that supporting children also means supporting their families and working to address inequality across our municipality.

#### > 3.1 CHILDREN ARE AT THE HEART OF OUR COMMUNITY VISION

**Our Community Vision** – developed with the Ballarat community through deliberative engagement – is to lead the way as a sustainable, innovative and inclusive community, and achieving this requires a focus on our children.

**Inclusive** – One fifth of our community is aged 14 or younger. Being inclusive means our community is designed for the needs of children, and they participate in local decision making.

**Innovative** - Children bring new ideas and understandings of the world. We listen to our children and build our community together.

**Sustainable** – Children are future-focused. By listening to our children and meeting their needs today, we are securing our future prosperity and wellbeing.

1. Australian Bureau of Statistics, (2016); Census quick statistics – 3350; [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/POA3350?opendocument](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/POA3350?opendocument)



## OUR VISION FOR CHILD FRIENDLY BALLARAT

All children and young people are thriving and are active participants in shaping the future of our city. Our families are provided with choice and opportunities to nurture their children.

City of Ballarat will understand, listen to, and deliver for the needs of all children and their families, as an everyday part of the way we do business. We will be renowned for the way we value our children.

### INCLUSION STATEMENT

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



**> 3.1.1****The importance of a connected community**

Connection is key to a healthy, resilient community, and children and families have consistently told us about their desire for increased connectedness. This plan seeks to strengthen connection for children and their families in four key domains:

**> 3.2****THE ROLE OF THE CITY OF BALLARAT**

The City of Ballarat works at multiple levels:



We are a key employer and provider of health, community and early years services for children and families. Including:

- We employ 27 Maternal and Child Health nurses who provide health and wellbeing support to children across the municipality from infancy until six years old, at six centres across the municipality
- Provision of childhood and school immunisation
- Parent Place – a one-stop hub for parents who can drop in to use feed and change facilities, participate in activities with their child, and seek support and information from City of Ballarat early years staff and external partners
- Children's Services incorporating long day care, sessional kindergarten, occasional care and family day care
- Central Kindergarten Registration Scheme
- Supported playgroups
- Libraries, including Story time and early years programs
- Infrastructure planning including kindergarten and community infrastructure for children and families.

**> 3.2.1****Our Partners**

In addition to the services we deliver, the City of Ballarat works in collaboration with all levels of government, as well as community services and organisations. Current partnerships and initiatives include:

- Best Start – we are partnering with the Victorian Government and local organisations to provide prevention and early intervention support for children experiencing vulnerabilities, from conception through to transition to school.
- Educational Leader Network – the City of Ballarat leads a network of early years educators across the municipality to share and promote best practice and knowledge.
- VicHealth Local Government Partnership: Young people leading healthier communities, which focuses on the health and wellbeing of children and young people aged 0-25.

- Alliance member of the Central Highlands Integrated Family Violence Committee
- Central Highlands COMPACT between Department of Education and Training, Department of Families, Fairness and Housing and Multicultural Affairs Victoria.
- Koorie Engagement Action Group member
- Partnering with external agencies to deliver responsive services
- Central Highlands Primary Care Partnership

### > 3.2.2

#### **OUR STRATEGIC FRAMEWORK**

The plan encompasses work across all aspects of the City of Ballarat and will be integral to the delivery of our long term strategic agenda. This includes our 2030 Community Vision and 2030 Health and Wellbeing Plan, as well as our 2025 Council Plan, and supporting plans and strategies.

The plan builds upon the work of the previous Municipal Early Years Plan and links with other plans and strategies in the City of Ballarat strategic framework, including:

#### **10 Year Horizons**

- Community Vision 2030
- Health and Wellbeing Plan 2021-2031
- Community Infrastructure Plan 2021-2036

#### **Four Year Horizon**

- The Council Plan 2021 - 2025

#### **Other relevant plans, strategies and frameworks**

- Ballarat Strategy 2015
- Ballarat Planning Scheme
- Community Engagement Framework
- Intercultural City Strategic Plan 2018-2021

- Playspace Management Plan 2021-2025
- Libraries and Learning Strategy 2022-2027
- Reconciliation Action Plan 2022-2024
- Ballarat Integrated Transport Plan 2020
- Ballarat Prosperity Framework 2020
- Circular Ballarat Framework 2021
- Bakery Hill Urban Renewal Plan 2019
- Gender Equality Action Plan 2021-2025
- Disability Access and Inclusion Plan 2019-2022
- Active Ballarat Strategy 2020
- Active Women and Girls Strategy 2018
- Ballarat Creative City Strategy 2019
- Ballarat Cycling Action Plan 2017-2025
- Ballarat Event Strategy 2018-2028
- Ballarat Heritage Plan 2017-30
- Food Strategy 2019-2022
- Road Management Plan 2021
- Urban Forest Action Plan 2019

Please refer to the latest plan, strategy and framework.

### > 3.3

#### **HOW THIS PLAN WAS DEVELOPED**

- Review of previous community and children's consultations
- Review of current City of Ballarat plans and strategies
- Population data analysis
- Iterative consultation with community stakeholders, children, parents, and carers
- Engagement with City of Ballarat staff to design actions for this plan

# A snapshot of Ballarat

## > 3.4 SNAPSHOT OF CHILDREN AND FAMILIES IN BALLARAT<sup>2</sup>

### > 3.4.1 Our Community



**20%**  
Population is aged 14 years or younger  
*(Census (2016))*



**4188**  
Additional children in the city by 2026  
*(Census (2016))*



**7441**  
Households with children aged under 15  
*Lucas-Cardigan fastest growing areas (Census (2016))*



**2553**  
Single parent households with children aged under 15  
*Greatest proportion in Sebastopol (Census (2016))*



**2.4**  
Average number of children in Ballarat families.  
*One quarter of households (24.6%) have one or more children aged 14 or less (Census (2016))*



**1250**  
Births in 2018  
*The number of births are increasing each year (Maternal and Child Health Nurse data set)*



**7.7%**  
Babies born with a low birth weight  
*2017/2018 (Maternal and Child Health Nurse data set)*



**1.1%**  
Ballarat women aged 15-19 became mothers  
*Twice the rate of that across Victoria (0.5%) (CHPCP)*



**15%**  
Ballarat mothers smoked during pregnancy  
*Compared with 8% Victorian average (CHPCP)*



**High level of infant mortality**  
**Ballarat's infant mortality rate is double the Victorian average**  
*(0.45% in Ballarat compared with 0.28% for Victoria) (CHPCP)*



**Higher level of disadvantage**  
**Ballarat has higher levels of disadvantage compared with Victoria as a whole.**  
*Wendouree has the highest degree of disadvantage households (CHPCP)*



**18%**  
Ballarat residents arrived in the last five years  
*(Census (2016))*



**11%**  
People in Ballarat speak a language other than English at home  
*(Census (2016))*



**4%**  
5-14 year olds have a disability requiring assistance with daily living  
*0-4 year olds (1%) (Census (2016))*



**744**  
Children experienced family violence in Ballarat in 2020  
*Family violence rates increased 42% in the year ending 2020. 33% higher than Victoria rate (Crime Statistic Agency)*



**369**  
Children aged nine years or younger were homeless in 2018  
*One in seven children in Ballarat aged 14 or younger lived in a jobless household Source: (Census 2016)*

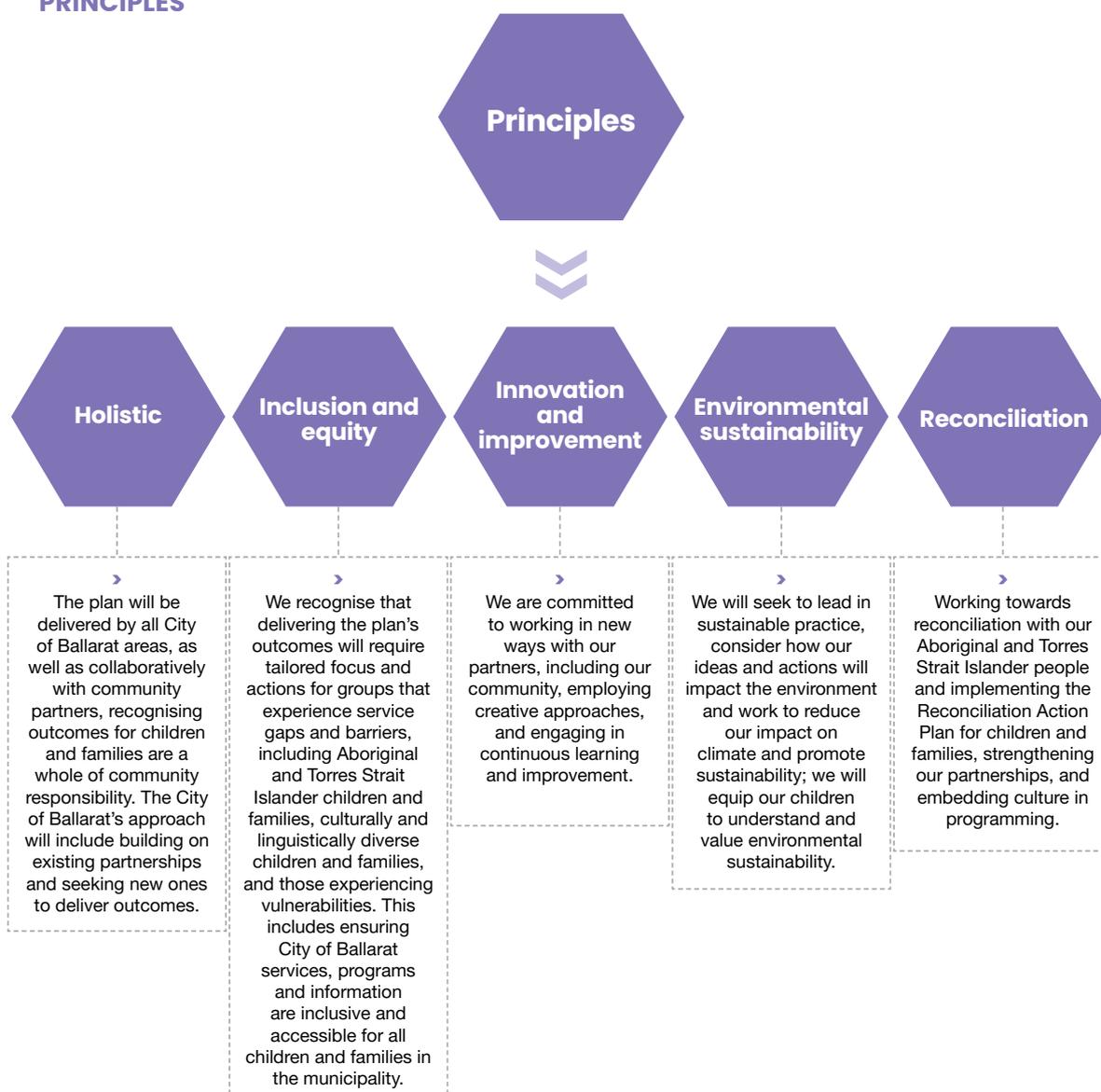
<sup>2</sup> Data has been sourced from the Australian Bureau of Statistics Population Census (2016), Central Highlands Primary Care Partnership (CHPCP), City of Ballarat Maternal and Child Health data, the Victorian Child and Adolescent Monitoring System (VCAMS), Victorian Crime Statistics Agency, and Australian Institute of Health and Welfare (AIHW).

**THE COVID-19 PANDEMIC**

The pandemic has produced additional pressures for every single family and made it harder for children and their families to be connected to each other, to their community, to learning, and to the services and organisations that support and enrich their lives. It has particularly exacerbated pre-existing disadvantage and has disproportionately affected our most vulnerable children and families. For Aboriginal and Torres Strait Islander children, it has been harder to be connected

to culture. Children commencing school in 2022 will have had two years of disrupted pre-school education, prior to transitioning to school. While these and other pandemic impacts on children and families are anticipated and addressed in this plan, the City of Ballarat will continue to work with the community to identify emerging needs and issues for children and families and respond to them.

**> 3.5 PRINCIPLES**



## Our Goals

Our plan has six goals that have been identified in the Nest, Australia's first evidence-based framework for child and youth wellbeing, developed by the Australian Research Alliance of Children and Youth. The goals for children are:

### > 3.6 OUR GOALS

GOALS FOR CHILDREN	
	1. Valued, loved and safe
	2. Having material basics
	3. Being healthy
	4. Children are learning
	5. Children are participating
	6. Positive sense of culture and identity

The work we will do towards these goals is outlined in the following pages.



## 4. Goal 1: VALUED, LOVED AND SAFE



*“It means to me like feeling important, like when someone in my family says let’s go for a walk.”*

Sebastopol Primary School student

*“It’s having crossing people to help you cross the road safely. And traffic lights.”*

Sebastopol Primary School student

### > 4.1 OUR PRIORITIES

1. Home is a safe place for children
2. Children are safe in their communities
3. Parents and carers have the supports they need to nurture their children
4. Children feel positive about their future

#### The Nest framework describes this as:

Being valued, loved, and safe means having loving, trusting relationships with family and friends. It involves a child or young person feeling valued by teachers and other adults in their life and knowing they are important to others and that others are caring and supportive of them. It involves feeling safe at home, in the community and online. Safety also means feeling safe about their future, which includes the knowledge that the environment and climate are a priority and are being protected.

#### What children in Ballarat have told us:

Children told us they feel safe and valued when people are friendly and kind, they can enjoy their neighbourhoods, navigate crossing roads and traffic safely, and enjoy green space and the outdoors with their friends and family.

Ensuring children are valued, loved and safe means actively planning for and prioritising the needs of children and families across our municipality and in our rapidly growing neighbourhoods.

The Infrastructure Plan, Housing Strategy, Net Zero Strategy, and Playspace Management Plan guide the way we will plan and deliver child friendly neighbourhoods. We will deliver our work in this area in alignment with our Disability Access and Inclusion Plan, LGBTIQ+ Action Plan, Intercultural City Strategy and Reconciliation Action Plan to ensure all children in Ballarat are valued, loved and safe.

Delivering this goal also means being able to identify those who are experiencing harm and vulnerabilities, and linking them with the right services. Responses to family violence will continue through the ongoing implementation and embedding of the MARAM framework and Child Safe Standards, ensuring staff across all areas of the City of Ballarat and the early years sector know violence is everybody’s business, and understand how to recognise and respond to children experiencing violence. We do this in collaboration with health, social and early years services. This work is led, in particular, by our Maternal and Child Health team and early years’ staff, through engagement with parents, carers and children in our programs and initiatives such as the co-location of early years staff with The Orange Door. Enhanced Maternal Child Health and other programs will also continue to provide additional support for children with vulnerabilities and their families. This work will be further supported through the implementation of our Health and Wellbeing Plan.

> 4.1  
OUR PRIORITIES

WHAT WE WILL DO	CITY OF BALLARAT'S ROLE	KEY CONNECTIONS
Ensure City of Ballarat activity is child friendly and child safe with child friendly initiatives and opportunities		 
Develop our neighbourhoods to ensure all children can move safely to play, walk, ride bikes, and commute to school, kindergarten and early learning environments, health settings and recreational activities.		 
Provide parents and carers with opportunities to strengthen parenting skills, resources, and capacity		 
Identify and support children at risk of harm in alignment with the MARAM framework		
Ensure children and their families are aware of the work being done to plan and provide for a sustainable and secure future		

	Deliver		Partner		Advocate
	Connected to community		Connected to the City of Ballarat, services, and organisations		
	Interconnected service sector		Connected to place and country		

**> 4.1.1  
HOW WE WILL DO IT**

ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAMS
Develop and implement a Child Friendly assessment framework for City of Ballarat projects and planning in Ballarat		✓	✓	✓	✓	Business case to be developed according to implementation plan	
Ensure amenities and services are walkable and accessible	✓	✓	✓	✓	✓	Linked to business case identified in Community Infrastructure Plan	
Implement and embed the MARAM framework and Child Safe Standards across all City of Ballarat services, policies and frameworks	✓	✓	✓	✓	✓	Recurrent and funded via State Government implementation initiatives	
Increase the accessibility of Parent Place and early years information for all families in the municipality, including outreach and co-delivery with community organisations	✓	✓	✓	✓		Business case to be developed according to implementation plan	
Collaborate with antenatal care providers to link vulnerable parents with early years services earlier	✓	✓	✓	✓		Recurrent	
Communicate about climate change planning and initiatives in ways that are meaningful to families and children			✓	✓	✓	Recurrent	
Engage the business and commerce sector in child friendly initiatives				✓	✓	Business case to be developed, anticipate approximate program costs of \$30,000	

- Engaged Communities
- Family, Youth and Children's Services (FY&CS)
- City Design
- Development Facilitation
- Infrastructure
- People and Culture
- Waste and Environment
- Communication and Design
- Economic Growth
- Arts and Events
- All areas of Council



## 5. Goal 2: HAVING MATERIAL BASICS



*“I like riding my bike around to get to school. Everyone should have a bike.”*

Sebastopol Primary School student

### > 5.1 OUR PRIORITIES

1. **Parents and carers can access the information and resources they need to provide for their children**
2. **Children’s future security, including food, water, transport, housing, access to internet and timely services, is being actively planned**
3. **Children live in environments which enable them to thrive**

#### **The Nest framework describes this as:**

Children and young people who have material basics have the things they need. They live in suitable, secure, stable housing, with appropriate clothing, nutritious food, clean water, and clean air. They have access to transport, to required local services (e.g. plumbing) and to open spaces in nature. Their family has enough money for necessities. They have the material items needed to develop as an active member of society such as school supplies, suitable technology, or sporting equipment.

#### **What children in Ballarat have told us:**

Children told us having material basics means having the things a person ‘should’ have, and a community where kids have material basics including parks and playgrounds, public sports grounds, and helpful people who will look after you if you’re in need.

The City of Ballarat supports children to have material basics by connecting children and families to the services they need, empowering parents and carers to identify opportunities for support, and providing accessible information that parents and carers know how to find. Community facilities and libraries play an important role for children and families, providing access to safe environments to access to things that children need, including a place to learn, play and connect with others, enjoy nature and the outdoors, access books and information, the internet, and technology. As a provider of children’s services, the City of Ballarat is dedicated to providing high quality environments for children that set a high standard for children’s services and provide a consistently high-quality experience for all children in the municipality.

Supporting work of the City of Ballarat that will contribute to this goal includes the implementation of our Community Infrastructure Plan, Diverse and Affordable Housing Discussion Paper, the Libraries and Learning Strategy, Active Ballarat Strategy, the Playspace Management Framework, and the Circular Ballarat Framework.

**> 5.1  
OUR PRIORITIES**

WHAT WE WILL DO	CITY OF BALLARAT'S ROLE	KEY CONNECTIONS
Provide families with access to the social and other services they need		
Provide families and children with access to the information they need		
Ensure City of Ballarat facilities, including open space, are high quality and facilitate best practice service models		

 Deliver
  Partner
  Advocate

 Connected to community
  Connected to the City of Ballarat, services, and organisations

 Interconnected service sector
  Connected to place and country

**> 5.1.1  
HOW WE WILL DO IT**

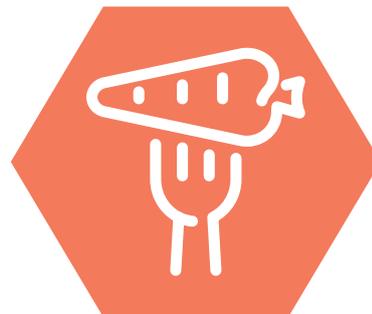
ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAM
Planning for our growing municipality, informed by a child friendly assessment framework		✓	✓	✓	✓	Recurrent	
Plan, deliver, and advocate for services for families and children in more locations across the municipality, including Parent Place outreach delivery with partner organisations	✓	✓	✓	✓	✓	Business cases to be developed as outlined in the Community Infrastructure Plan	
Review and renew license agreements for City of Ballarat facilities to ensure high quality facilities designed to support the delivery of models of best practice;		✓	✓			Business case to be developed according to implementation plan.	

Review current information content and channels provided to families and children, and increase access to information for culturally and linguistically diverse children and families	✓	✓				Recurrent	
Develop an online family, youth and children directory		✓	✓	✓	✓	Business case to be developed according to implementation plan.	
Advocate for, support, and provide investment in new and improved infrastructure where needed	✓	✓	✓	✓	✓	Business cases to be submitted as outlined in Community Infrastructure Plan	
Delivery of free wi-fi in City of Ballarat run spaces and advocate for the provision of free Wi-Fi in public spaces across the municipality		✓	✓	✓	✓	Recurrent	

- Engaged Communities
- City Design
- Strategic Planning
- Sustainable Growth
- Libraries and Lifelong Learning
- Family, Youth and Children's Services (FY&CS)
- Development Facilitation
- Business Improvement
- Information Services
- Infrastructure
- Communication and Design
- Property and Facility Maintenance



## 6. Goal 3: BEING HEALTHY



*“In a healthy community there would be kids outside practicing sports most of the day, and you’d hear kids cheering each other on and staying positive, showing sportsmanship.”*

Lucas Primary School student

*“And planting trees on every street. I think that would help make it healthier for the community, and also showing kids good things to do that they might then copy when they grow up.”*

Dana Street Primary School student

### > 6.1 OUR PRIORITIES

1. Children have access to diversity of play space that meets their needs
2. Children access the right services at the right time to support their health and wellbeing
3. Children and families are engaged in climate adaptation and sustainability
4. Children are supported through the disruptive impacts of COVID-19

#### The Nest framework describes this as:

Healthy children and young people have their physical, mental, and emotional health needs met. All of their developmental health needs are provided for in a timely way. They receive appropriate health services, including preventative measures to address potential or emerging physical, emotional, and mental health concerns.

#### What children in Ballarat have told us:

Children told us that being healthy is as much about feeling positive, having encouragement and supportive relationships as it is about being in the fresh air, eating healthy food, exercising, and playing sport. Children also recognised the importance of healthy environments which included natural assets.

Being healthy also means being supported to recover from continuing COVID19 impacts by ensuring all children have opportunities for active recreation and social connection, and to participate in the community, and that sport and recreation facilities and play spaces are inclusive and designed for all children. For many, it will also mean re-connection or connecting with services for the first time, including for mental health and wellbeing support. Our Integrated Children’s Centres, Parent Place, supported playgroups and new parents’ groups play a critical role in fostering opportunities for children and families to connect with services and with each other.

Strategies and frameworks that link to this work include the 2021-2031 Health and Wellbeing Plan that includes long term objectives for children and young people, the Active Ballarat Strategy and the Active Women and Girls Strategy, the Ballarat Cycling Action Plan, the Play Space Management Framework and the Disability Access and Inclusion Plan.

**> 6.1  
OUR PRIORITIES**

WHAT WE WILL DO	CITY OF BALLARAT'S ROLE	KEY CONNECTIONS
Increase safe, inclusive green space and active play space across the municipality		 
Increase the inclusivity of community and sporting clubs and organisations for children		 
Partner with the community to deliver initiatives in identified areas of need, including physical health and activity, mental health, dentistry		 
Provide opportunities for social connection for all families and children, including positive social and peer supports for parents, carers, and children	 	
Children and families are engaged in sustainability and care for the environment		 

 Deliver
  Partner
  Advocate

 Connected to community
  Connected to the City of Ballarat, services, and organisations

 Interconnected service sector
  Connected to place and country

**> 6.1.1  
HOW WE WILL DO IT**

ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAM
Deliver new and improved play space throughout the municipality		✓	✓	✓	✓	Business cases developed as outlined in Active Ballarat and the Playspace Management Plan	      

Deliver community health initiatives including the Smiles for Miles and Healthy Together Achievement programs	✓	✓	✓	✓		Recurrent	
Collaborate with and lead community initiatives, to provide a range of need-based programs and interventions for children	✓	✓	✓	✓	✓	Recurrent	
Continue to review and improve the accessibility, cultural safety, and inclusivity of Maternal and Child Health services	✓	✓	✓	✓	✓	Recurrent	 
Ensure relevant community events include opportunities to facilitate interactions with peers for children of all abilities, and their families	✓	✓	✓	✓		Recurrent	 
Increase opportunities for children with additional needs to access early years programs	✓	✓	✓	✓		Recurrent	 
Engage with community organisations to promote the inclusivity of community and sporting clubs and organisations, including promotion of community grants to support this	✓	✓	✓	✓		Recurrent and business cases developed as outlined in the Active Ballarat plan	   
Engage children and families in the move to the Ballarat circular economy		✓	✓	✓	✓	Recurrent	 

-  Engaged Communities
-  Family, Youth and Children's Services (FY&CS)
-  City Design
-  Development Facilitation
-  Infrastructure
-  Waste and Environment
-  Arts and Events
-  Property and Facility Maintenance
-  Recreation Services



## 7. Goal 4: CHILDREN ARE LEARNING



*“In my ideal learning community everyone would be outside with a couple of tables and in small groups, lots of teamwork and communication.”*

Dana Street Primary School student

*“You can say anything without being judged.”*

Dana Street Primary School student

*“When people are learning it’s noisy but in the good way, like having a fun time and laughing.”*

Dana Street Primary School student

### > 7.1 OUR PRIORITIES

1. Children and families are supported through key transitions including to kindergarten and school
2. All children have access to quality early learning, kindergarten and schooling that meets their needs
3. Children are supported to understand reconciliation, diversity, and social inclusion.

#### The Nest framework describes this as:

Children and young people learn through a variety of experiences within the classroom, the home, and the community in which they live. Their individual learning needs are addressed to allow them to realise their full learning potential. Families are engaged in their child’s learning. Children and young people are supported and encouraged to learn in a wide variety of settings, including formal education. They have opportunities to participate in a breadth of experiences where their learning is valued and supported by their family and in the wider community.

#### What children in Ballarat have told us:

Children told us they enjoy stimulating learning environments that are colourful and joyous, and that learning together with a diversity of people was important to them. Children value and are eager to learn about Ballarat’s Aboriginal culture and colonial history.

City of Ballarat supports children’s learning from birth, through services to support parents to provide a rich learning environment in the home, as a key provider of early learning through its centre-based day care and kindergarten services, by providing information that supports all families to exercise choice and navigate transitions, and through advocacy for primary and secondary schools that meet the needs of all families in the municipality. Opportunities for children’s learning are also supported in numerous informal environments, including libraries, art galleries and at community events, and are supported by our Libraries and Learning Strategy and our Creative City Strategy.

> 7.1  
OUR PRIORITIES

WHAT WE WILL DO	CITY OF BALLARAT'S ROLE	KEY CONNECTIONS
Strengthen supports for children and families through key transitions		
Continue to foster engagement with Aboriginal and Torres Strait Islander, CALD and LGBTIQ+ communities and early learning services, kindergartens, and schools, to facilitate the continuous development of cultural competencies		
Continue leadership of best practice in the early years sector		
Deliver and fund MCH, early learning and kindergarten, and advocate for schools that are inclusive, accessible, affordable, within local neighbourhoods and of a consistent quality and standard across the municipality.		

 Deliver     
  Partner     
  Advocate  
 Connected to community     
  Connected to the City of Ballarat, services, and organisations  
 Interconnected service sector     
  Connected to place and country

> 7.1.1  
HOW WE WILL DO IT

ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAM
Continuous review planning, funding and advocacy for children's services, kindergartens and schools that meet the need of our growing municipality	✓	✓	✓	✓	✓	Recurrent and business cases developed as outlined in the Community Infrastructure Plan 2021-2036	
Identify and facilitate transition support between programs and organisations, including early learning and school, for all children and families.	✓	✓	✓	✓	✓	Recurrent	

Families are supported to participate in two years of funded kindergarten from 2022	✓	✓	✓	✓	✓	Recurrent with possible business case to assist with administration and review of Central Kindergarten Registration scheme as necessary	 
All City of Ballarat run early years programs are evidence based	✓	✓	✓	✓	✓	Recurrent	  
Continued facilitation and participation in early years networks to promote leadership and best practice across the early childhood sector	✓	✓	✓	✓	✓	Recurrent	 
Implement dual language Aboriginal and English signage in City of Ballarat run early years facilities			✓	✓	✓	Business case to be developed	 
Promote and advocate for STEAM initiatives for children			✓	✓	✓	Recurrent and business case linked to Creative City Strategy to be developed	  

-  Engaged Communities
-  Family, Youth and Children's Services (FY&CS)
-  Arts and Events
-  Development Facilitation
-  Economic Growth
-  Libraries and Lifelong Learning



## 8. Goal 5: CHILDREN ARE PARTICIPATING



*"A city where every kid is participating looks, at worst, like kids getting involved in activities like the tree planting and sports like they already do, and at best it would have a kid member of parliament."*

Dana Street Primary School student

*"It's important everywhere since your voice is important and discussing your feelings with others is also important"*

Lucas Primary School student

### > 8.1 OUR PRIORITIES

1. Children feel part of the community
2. Children have opportunities to participate in their community
3. Children are empowered to speak up and be heard on decisions that matter to them and impact them
4. Children are supported to engage and connect with their communities throughout COVID-19

#### The Nest framework describes this as:

Participating is about children and young people having a voice, being listened to, and taken seriously within their family and community. It means having a say in decisions that impact them. It is being empowered to speak out and express themselves. Participating includes involvement with peers and groups through a variety of activities, including online communities.

#### What children in Ballarat have told us:

Participating means being an active member of society. Children told us participating means being able to do things you enjoy and getting to meet like-minded people. They recognised the importance of inclusivity so that everyone could participate, and they want to have a voice and influence decisions that matter to them.

As a Child Friendly City, Ballarat recognises engaging children in decision making is as important as any other group in the community; we have an established history of consulting children and we will continue to strengthen children's consultation practice across all areas. City of Ballarat is also well placed to fund and deliver programs, community events and festivals that are inclusive of children and families and facilitate opportunities for play and interaction. Our work in this area is also delivered through our Creative City Strategy, Intercultural City Strategy, Disability and Inclusion Action Plan, Active Ballarat and Active Women and Girls Strategy and underpinned by our Community Engagement Framework.

> 8.1  
OUR PRIORITIES

WHAT WE WILL DO	CITY OF BALLARAT’S ROLE	KEY CONNECTIONS
Support children and families to remain engaged and connected to their communities throughout COVID-19		
Ensure facilities, amenities, open spaces, and places in the municipality are inclusive and meet the needs of all children and families		
Children are consulted on key City of Ballarat decisions and listened to with respect		 
All new residents are welcomed into the community		

-  Deliver
-  Partner
-  Advocate
-  Connected to community
-  Connected to the City of Ballarat, services, and organisations
-  Interconnected service sector
-  Connected to place and country

**> 8.1.1  
HOW WE WILL DO IT**

ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAM
All City of Ballarat community events are child and family friendly	✓	✓	✓	✓	✓	Recurrent	 
Develop and promote a Children and Youth web page to support active citizenship and engagement in relevant decisions		✓	✓	✓	✓	Business case to be developed linked to implementation plan	  
Convene a Children's Brains Trust for input into decisions that impact them		✓	✓	✓	✓	Recurrent Business case to be developed linked to implementation plan	 
Increase opportunities for engagement by including children in consultations across the City of Ballarat, including routine surveys and feedback processes, and liaising with schools and learning environments to promote opportunities for participation and engagement	✓	✓	✓	✓	✓	Business case to be developed	        
Promote inclusive opportunities for connection for new residents, including delivering new resident sessions for families with younger children	✓	✓	✓	✓	✓	Recurrent	  

 Engaged Communities	 Family, Youth and Children's Services (FY&CS)	
 City Design	 Development Facilitation	 Communications and Design
 Strategic Planning	 Arts and Events	 Libraries and Lifelong Learning
 Recreation Services	 Customer Service	



## 9. Goal 6: POSITIVE SENSE OF CULTURE AND IDENTITY



*“It means that people support you. Being respected. Fitting in and being included.”*

Dana Street Primary School student

*“It would feel really good if everybody got together one day, just to celebrate different cultures.”*

Dana Street Primary School student

### > 9.1 OUR PRIORITIES

1. Children feel connected to place
2. Aboriginal and Torres Strait Islander children are connected to country
3. Ballarat celebrates children’s diverse cultures and identities
4. Children have opportunities to understand and build their cultural identity
5. Children feel safe to express their identity

#### The Nest framework describes this as:

Having a positive sense of identity and culture is central to the wellbeing of all children and young people. This is important for all, regardless of background, but in Australia, especially for Aboriginal and Torres Strait Islander young people. It encompasses having spiritual needs met, a sense of cultural connectedness, belonging and acceptance at home and in the community – and confidence that their identity, culture, and community is respected and valued. It involves feeling safe and supported in expressing one’s identity, regardless of gender, sexuality, culture, or language.

#### What children in Ballarat have told us:

Children told us a positive sense of culture and identity involved learning about and celebrating lots of different cultural identities, being kind and not excluding anybody, feeling respected and peaceful.

City of Ballarat’s work in this area is driven by the Reconciliation Action Plan (RAP), Disability and Inclusion Action Plan, the LGBTIQ+ Action Plan, and until recently, the Intercultural Strategic Plan, and well as in our relationships with our cultural partners at BADAC and BRMC. Our work is further supported by the Libraries and Learning Strategy and the Creative City Strategy.

> 9.1  
OUR PRIORITIES

WHAT WE WILL DO	CITY OF BALLARAT'S ROLE	KEY CONNECTIONS
Children engage in reconciliation		
All children see themselves and their culture celebrated in their community, events, public art, green and open spaces		 
City of Ballarat identifies further opportunities to integrate the delivery of programs and services with cultural and community partners		
City of Ballarat public institutions, children's services and learning environments are culturally welcoming		
Continually reassess and strengthen cultural competence and cultural safety across all areas of City of Ballarat and children's services		

-  Deliver
-  Partner
-  Advocate
-  Connected to community
-  Connected to the City of Ballarat, services, and organisations
-  Interconnected service sector
-  Connected to place and country

**> 9.1.1  
HOW WE WILL DO IT**

ACTIONS	2022	2023	2024	2025	2026 & beyond	BUDGET	LEADING TEAM
Ensure City of Ballarat run children’s and family services are culturally safe and culturally appropriate	✓	✓	✓	✓	✓	Recurrent	 
Reconciliation Week, NAIDOC week and Harmony Day are promoted as a core calendar items on all early years learning programs	✓	✓	✓	✓	✓	Recurrent	 
Identify opportunities for publications, public art and other initiatives for child audiences that celebrate diverse children and families	✓	✓	✓	✓	✓	Business case to be developed linked to Creative City Strategy	  
Co-deliver services for children and families with cultural partners and organisations	✓	✓	✓	✓	✓	Recurrent	
Delivery of child and family initiatives in the Reconciliation Action Plan		✓	✓	✓	✓	Business case to be developed linked to RAP	 
Enable self-determination for Aboriginal and Torres Strait Islander families, by offering choice of services and referral to community organisations and services where preferred	✓	✓	✓	✓	✓	Recurrent	 



Family, Youth and Children's Services (FY&CS)



Engaged Communities



Arts and Events



## 10. How we will measure our success

Additional indicators may be identified throughout the four years of the Plan.

<b>1. Valued, loved and safe</b>	
	<ul style="list-style-type: none"> <li>Families supported through co-location of Maternal and Child Health at the Orange Door</li> <li>Community supported by Parent Place</li> </ul>
<b>2. Having material basics</b>	
	<ul style="list-style-type: none"> <li>Parental employment status</li> <li>Reduction in housing stress (rental stress/mortgage stress)</li> <li>Access to Families, Youth and Children Directory</li> </ul>
<b>3. Being Healthy</b>	
	<ul style="list-style-type: none"> <li>Low birthweight babies</li> <li>MCH visit rates</li> <li>Participation in First Parent Groups and Sleep and Settling programs</li> </ul>
<b>4. Children are learning</b>	
	<ul style="list-style-type: none"> <li>Kindergarten participation rate (3 and 4 year old)</li> <li>Proportion of children ready for school (AECD)</li> <li>Children attend and enjoy kindergarten (absentee data)</li> <li>Proportion of children read to every day</li> </ul>
<b>5. Children are participating</b>	
	<ul style="list-style-type: none"> <li>Access to internet at home</li> <li>Participation in children's consultations</li> <li>Opportunities to be involved in activities that meet their needs</li> </ul>
<b>6. Positive sense of culture and identity</b>	
	<ul style="list-style-type: none"> <li>To be determined in consultation with cultural organisations</li> <li>Children feel safe to express their identity</li> </ul>

A review will be conducted at the end of 2023 to assess implementation and update actions in the plan in response to emerging needs and issues.



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

☎ 03 5320 5500 🌐 [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

February 2022

MEYP 2022-2026 feedback and actions

**SUMMARY OF FEEDBACK AND RELATED CHANGES MADE TO THE DRAFT MEYP.**

<b>Theme</b>	<b>Information shared /feedback</b>	<b>MEYP goals – possible action areas</b>	<b>Action completed</b>
Correct information	<p>Pg 7- MCH service is funded for services 0-6 years (not 0-4 years)</p> <p>-Document mentions 35 MCH nurses, actual number is 27; 35 is the total of MCH and Immunisation Nurses together.</p>		Sent to graphic design and amended
Look of the document	Document reads well and is very clear with great images		No action required
Editing	<p>Page 8 – Other relevant plans, strategies and frameworks – can we put a sentence at the end of this list - “please refer to the latest plan, strategy and framework.”</p> <p>Page 10 – the priorities have environmental sustainability twice – last one should be titled “Reconciliation”</p> <p>Table of contents page – 3.4 Ballarat not ballarat</p> <p>Ballarat – A leading child friendly city – why do talk about % of children aged 13 years or younger when MEYP is focusing on children aged 0-8. - on page 5, second column of text – please add the word</p>		Sent to graphic design and amended

MEYP 2022-2026 feedback and actions

	<p>“particular” in “in our municipality with a <b>particular</b> focus on children aged 0-8 years,”</p> <p>3.1.1 - point 3 Interconnected change to interconnected</p> <p>3.2 - Bold for children and families</p> <p>Libraries, including Storytime – change to story time.</p> <p>3.2.2 - Four Year Horizon – add space after 2021</p> <p>3.4 - A snapshot of Ballarat – need to reference each source of data individually - feedback from the consultant is - The way the snapshot has been summarised is a little different to the draft I provided. Of the data that's in there, the first row is all drawn from <a href="#">i.d.</a> (which itself uses Census data), the first two points in the second row is from the <a href="#">Maternal and Child Health Nurse data sets</a>, and the remaining three from the Central Highlands Primary Care Partnership (CHPCP), the disability stat in the third row is also from the CHPCP, the family violence stat is from Crime Statistic Agency,</p>		
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MEYP 2022-2026 feedback and actions

	<p>and the remaining three stats in that third row are from i.d.</p> <p>4.1 remove full stop at number 1</p> <p>4.1.1 - remove "recurrent and" from second point – Budget column.</p> <p>5.1 remove the word "for" at the end of sentence.</p> <p>Pg 17 – change "Infrastructure Plan" to "Community Infrastructure Plan" and change "Diverse and Affordable Housing Strategy" to "Diverse and Affordable Housing Discussion Paper"</p> <p>Pg 19 – change Wi Fi to lower case</p> <p>7.1.1 - first action – add the word "review," after Continuous. Also in Budget please add dates for the Community Infrastructure Plan 2021-2036</p> <p>Third point "Families are supported to participate in 2 years of funded kindergarten from 2022. - in Budget column please make the statement "Recurrent with possible business case to assist with administration and</p>		
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MEYP 2022-2026 feedback and actions

	<p>review of Central Kindergarten Registration scheme as necessary.”</p> <p>9.1 point 4 remove full stop.</p>		
Inclusion Statement	<p>To be added – current inclusion vision statement</p>	<p>“Ballarat is an inclusive city where diversity is not only accepted but welcomed and celebrated. Our city values the contribution of all people and our spaces, places, programs, events and services are designed to be welcoming and accessible to all. We recognise not everyone has the same experience and we work to make sure that people receive the support they need to ensure that no one is left behind.”</p> <p>Please add to doc – perhaps at the top of page 7 – 3.1.1 and change current 3.1.1 to 3.1.2</p>	<p>Sent to graphic design for amendment</p>
Partner additions	<p>Page 15 add engaged communities as a partner to “implement and embedded the MARAM framework and Child Safe Standards across all CoB services, policies and frameworks”</p> <p>Pages 22-23 add Engaged Communities to be involved and</p>		<p>Sent to graphic design for amendment</p>

## MEYP 2022-2026 feedback and actions

	<p>listed as a partner, especially with EY grants and CIP work being done.</p> <p>P. 26 Include Engaged Communities in all 7.1 priorities.</p>		
Recreational spaces	Shade sails on all outdoor play spaces – equipment becomes too hot in the sun – resulting in play spaces not been utilised, also health impacts of sun exposure	Goal 2, Goal 3, Goal 5	For consideration when planning - current plan in budget for urban forest and doubling of tree canopy by 2040 and play spaces upgrades
Vulnerable families/supporting families	Courses for parents – basic budgeting, cooking courses, parenting courses, playgroups that link families to services and above courses.	Goal 1, Goal 2	
Advocacy	<p>The priorities require a whole of council approach – what is the internal advocacy that will be undertaken?</p> <p>For example, when looking at Ballarat being a safe place for children – how is council responding to issues like dangerous roads and intersections, cleaning and maintenance of playgrounds and footpaths.</p>	<p>3.2.2 - Our Strategic Framework pg. 8</p> <p>Goal 1, Goal 5</p>	
Child care	Online booking systems for occasional care and creche (child care)	Goal 4 – best practice	
Victorian Pride Lobby feedback	At point 4.1.1 How we will do it, include an additional action as		Ensure coverage in the Disability and Inclusion Plan – that staff

MEYP 2022-2026 feedback and actions

	<p>follows: “train Council’s early years staff on inclusive practices.”</p> <p>At point 7.1 “Our priorities, in the second action include LGBTIQ+ communities alongside Aboriginal and Torres Strait Islander and CALD communities.</p> <p>At point 7.1.1 How will we do it – include an additional action as follows: “include resources, events and posters for rainbow families and LGBTIQ+ parents, carers and children at Councils child care centers, Parent Place and libraries, including Storytime events with a rainbow theme”</p> <p>At point 9.1.1 How will we do it include an additional action as follows: “Provide resources to local kindergartens and playgroups on inclusion for rainbow families and LGBTIQ+ parent, carers and children”</p>		<p>working for CoB complete training on inclusive practices.</p> <p>Sent to graphic design for amendment</p> <p>Ensure coverage in the Disability and Inclusion Plan – that resources and events are shared, displayed and promoted throughout all Cob sites</p> <p>Ensure coverage in the Disability and Inclusion Plan</p>
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## 8.5. QUARTERLY GROWTH AREAS UPDATE

**Division:** Development and Growth  
**Director:** Natalie Robertson  
**Author/Position:** Joanna Cuscaden - Executive Manager Development Facilitation

### PURPOSE

1. To provide an update on the progress of rezoning the proposed growth areas to UGZ and the project plan including timeframes for the Growth Areas Framework Plan.

### BACKGROUND

2. On 23 February 2022, Council resolved to:
  1. *apply to the Minister for Planning in accordance with Section 8A(2) and (3) of the Planning and Environment Act 1987 to obtain authorisation to prepare Amendment C221ball to the Ballarat Planning Scheme, by:*
    - a) *rezoning the growth areas to the Urban Growth Zone in accordance with Attachments E, F and G; and*
    - b) *preparing a policy amendment which introduces a new 'Housing Framework Plan' to support the next phases of planning.*
  2. *If authorised by the Minister for Planning under Section 8A (2) and (3) of the Planning and Environment Act 1987, exhibit Amendment C221ball to the Ballarat Planning Scheme in accordance with the notice requirements under section 19 of the Planning and Environment Act 1987.*
  3. *Commence preparation of a Precinct Structure Plan for the northern growth area following application of the Urban Growth Zone.*
  4. *Notes that the Ballarat Housing Strategy should ultimately be the mechanism to determine the extent of future growth and infill development across Ballarat.*
  5. *Authorise the Director Development and Growth to make minor changes to the planning scheme amendment documentation as required.*
  6. *Notes that the 'Growth Areas Framework Plan' will be prepared to establish the most appropriate sequencing of Precinct Structure Plan preparation for the western and north-western growth areas, aligned to sustainable development principles and the likely or planned construction of infrastructure and community facilities to support well-planned and sustainable communities.*
  7. *Report back to Council, quarterly, on the progress of the rezoning to UGZ and the project plan including timeframes for the Growth Areas Framework Plan.*
3. This report relates to resolution 7 above, which seeks an update on the rezoning of the UGZ and a project plan including timeframes for the Growth Areas Framework Plan.

## KEY MATTERS

4. Discussions regarding resolution of Council of 23 February 2022 are ongoing between Council officers and State Government Agencies to determine pathways and the appropriate planning scheme amendment process for delivery of Ballarat's new Growth Areas.
5. Council officers have prepared amendment documentation for the Minister to facilitate efficient processing of an amendment, and the Minister is considering if his powers extend to enabling a Section 20(4) amendment to apply the Urban Growth Zone (UGZ) to the identified areas.
6. Section 20(4) of the *Planning and Environment Act 1987* enables the Minister for Planning to expedite the amendment of a planning scheme, exempt from notice requirements.
7. A request was also made on 13 April 2022 for the VPA to be the planning authority for the Northern Growth Area Precinct Structure Plan.
8. A rezoning pathway for Western and North-Western Growth Areas is being developed in collaboration with DELWP and VPA (if required). Council is seeking support to develop a Framework Plan for the Western and North-Western and Growth areas. The Framework Plan will inform high level infrastructure requirements and the sequencing of future Precinct Structure Plan preparation and roll-out to manage the timing and staging of land development within the Western and North-Western growth areas in conjunction with the existing Ballarat West Growth Area.
9. Draft amendment documentation has also been prepared for a regular planning scheme amendment process for all three growth areas, should this be the advice from DELWP on how to proceed with Council's resolution from 23 February 2022.
10. The Ballarat Housing Strategy will be prepared concurrently with the Growth Areas Framework Plan.
11. Once further advice is received from DELWP around the pathway and sequencing of rezoning all three growth areas, an indicative timeframe will be provided to Council.

## OFFICER RECOMMENDATION

### 12. That Council:

- 12.1 Note the progress of rezoning the proposed growth areas to Urban Growth Zone.

## ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]

## OFFICIAL

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

1. This report aligns with the relevant Council strategies and policies. This report has been prepared with specific reference to the Ballarat Planning Scheme and Ballarat Strategy 2040.

**COMMUNITY IMPACT**

2. This report is an update on a broader project which has and will continue to require community and stakeholder engagement.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. There are no climate emergency or environmental sustainability implications identified within this report.
4. Council resolution from the 23 February 2022 which established the formal boundary of the growth areas will enable future planning processes to progress, having consideration to environmental and sustainability implications. This will be completed through future preparation of background technical documents for the growth areas and the findings and recommendations within these reports will be actioned accordingly.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

5. Rezoning of Ballarat's new growth areas is considered to be of state significance to facilitate urban growth will bring forward economic activity associated with all facets of the land development process including planning, building and construction activity.
6. Council resolution from the 23 February 2022 will also assist in the City's post- COVID-19 economic recovery through providing housing stock and construction activity over the medium and long term.

**FINANCIAL IMPLICATIONS**

7. This report is a progress update and has no financial implications.
8. It is noted that Council's proposal to undertake a staged roll-out of the growth areas will stage Council's financial responsibilities associated with the construction of community and other infrastructure projects.

**LEGAL AND RISK CONSIDERATIONS**

9. The Ballarat Planning Scheme and the *Planning and Environment Act 1987* were considerations of this report

**HUMAN RIGHTS CONSIDERATIONS**

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OFFICIAL

OFFICIAL

10. 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**

11. This report is an update on a broader project which has and will continue to require community and stakeholder engagement.

#### **GENDER EQUALITY ACT 2020**

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

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

13. 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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OFFICIAL

## 8.6. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES

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

### PURPOSE

1. The purpose of this report is to provide Council with copies of minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. At the meeting of this Committee held on 13 April 2022 one contract was approved by the Committee. This report provides a copy of the minutes of this meeting 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 meeting held on 13 April 2022.
3. The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee meets 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
State Purchasing Contract	Commonwealth Bank of Australia	Schedule of rates	Core Transitional Banking and Merchant Service / Acquiring	Partial

## OFFICER RECOMMENDATION

### 5. That Council:

**5.1 Note, as per the *Local Government Act 2020* Section 66 that the material contained in the Contracts Approval Delegated Committee agenda has been designated confidential.**

**5.2 Receive the Contracts Approval Delegated Committee minutes of the meeting held on 13 April 2022.**

## ATTACHMENTS

1. Confirmed Contracts - Minutes of meeting held Wednesday 13 April 2022 [8.6.1 - 5 pages]



***CONTRACTS APPROVAL  
DELEGATED COMMITTEE***

***MINUTES***

***13 April 2022***

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED  
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING  
ON WEDNESDAY 13 APRIL 2022 AT 12:32PM**

**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 Jason Clissold (Executive Manager Financial Services)  
Mr Rod Leith (Manager, Revenue and Procurement)  
Mr Trevor Harris (Procurement Co-ordinator)  
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

**RESOLUTION:**

**That the minutes of the Contracts Committee meeting held on 16 March, 2022 as circulated, be confirmed.**

Moved Cr Tracey Hargreaves  
Seconded Cr Mark Harris

**CARRIED**

SECTION 66 MATTERS

**RESOLUTION:**

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

Moved Cr Tracey Hargreaves  
Seconded Cr Mark Harris

**CARRIED**

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Contracts Special Committee Minutes

13 April, 2022

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<b>6.2 BANKING AND FINANCIAL SERVICES – STATE PURCHASE CONTRACT</b> (RO JOHN HAUSLER / JASON CLISSOLD)	<b>5</b>

**6.1 UPDATE ON TENDER STATUS**  
(RO – John Hausler / Trevor Harris)

**SUMMARY**

1. This report outlines the status of tenders – planning, advertising, evaluating or reports being prepared for final approval.
2. This report is provided once per month to increase transparency regarding the status and progress of tenders.

**RESOLUTION**

- 3. That the Contracts Approval Delegated Committee receive and note the tender status report.**

Moved Cr Mark Harris  
Seconded Cr Tracey Hargreaves

**CARRIED**

**6.2 BANKING AND FINANCIAL SERVICES – STATE PURCHASE CONTRACT**  
(RO – Natalie Robertson / Kelli Moran)

**SUMMARY**

1. This report recommends that a contract be awarded for the provision of specific banking and financial services for Council.

**KEY MATTERS**

2. The City of Ballarat have been banking with the National Australia Bank for an extended period of time (over 20 years).
3. Total expenditure incurred in managing Council's banking service currently exceeds \$200k per annum. While some of this cost is incurred as a result of third-part relationships (AusPost, BPay, etc) for the purpose of valuing this contract, it is assumed to be inclusive, due to the indirect contractual obligations that result.
4. This State Purchasing Contract is for a minimum period of five years, concluding on 30 September 2026. The estimated total cost of this contract is \$800k from the expected time of implementation to 30 September 2026.
5. Three banks were invited to present to a panel with the focus on implementation, innovation and integration.

**RESOLUTION**

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

- 6.1 endorse the decision to award the following services within the State Purchasing Contract to Commonwealth Bank of Australia (CBA)**  
- Core Transitional Banking; and  
- Merchant Service / Acquiring;

- 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**

**SECTION 66 MATTERS**

**RESOLUTION:**

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

Moved Cr Tracey Hargreaves  
Seconded Cr Mark Harris

**CARRIED**

**General Business**

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 12.39 pm

**Confirmed this 25th day of May, 2022**

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

## 8.7. S11A AND S11B INSTRUMENT OF APPOINTMENT AND AUTHORISATIONS

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position:** Sarah Anstis - Statutory Compliance Officer

### PURPOSE

1. The report is to seek Council's endorsement of the S11A. Instrument of Appointment and Authorisations under the *Planning and Environment Act 1987* to Susanne Perera and Evan Burman and under the *Environment Protection Act 2017* to Stacy Mah.
2. The report is to also revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* and S11B Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* to Owen Menne.

### 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* and *Environment Protection Act 2017* cannot be delegated by the Chief Executive Officer and must be made through a resolution of Council.

### KEY MATTERS

4. Susanne Perera holds the position of Strategic Planner and Evan Burman holds the position of Principal Strategic Planner, and the *Planning and Environment Act 1987* requires Council to endorse the authorisations for the officers to undertake duties authorised by Council.
5. Stacy Mah holds the position of Environmental Health Officer, and the *Environment Protection Act 2017* requires Council to endorse the authorisation for the officer to undertake duties authorised by Council.
6. At the Council Meeting held on 27 October 2021, Council resolved R228/21 and R229/21 to endorse the authorisations for Owen Menne under the *Planning and Environment Act 1987* and the *Environment Protection Act 2017*. Owen Menne is no longer in the position of Compliance Officer and the authorisations require revocation by Council resolution.

### OFFICER RECOMMENDATION

#### 7. That Council:

#### 7.1 Exercise the powers conferred by s147(4) of the *Planning and Environment Act 1987* and the other legislation referred to in the attached instruments of appointment and authorisations (the instruments), and

- a. Susanne Perera and Evan Burman be appointed and authorised as set out in the instruments.

- b. The instruments come into force immediately the Common Seal of Council is affixed to the instruments and remains in force until Council determines to vary or revoke it.
  - c. The instruments be sealed.
- 7.2. Exercise the powers conferred by s241(2) of the *Environment Protection Act 2017* and the other legislation referred to in the attached instrument of appointment and authorisations (the instrument), and
- a. Stacy Mah be appointed and authorised as set out in the instruments.
  - b. The instrument come into force immediately the Common Seal of Council is affixed to the instruments and remains in force until Council determines to vary or revoke it.
  - c. The instrument be sealed.
- 7.2 Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Owen Menne (R228/21).
- 7.2 Revoke the S11B Instrument of Appointment and Authorisation (*Environment Protection Act 2017*) for Owen Menne (R229/21).

## ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]
2. S11A Susanne Perera [8.7.2 - 2 pages]
3. S11A Evan Burman [8.7.3 - 2 pages]
4. S11B Stacy Mah [8.7.4 - 2 pages]

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

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

**COMMUNITY IMPACT**

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

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

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

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**LEGAL AND RISK CONSIDERATIONS**

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

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**GENDER EQUALITY ACT 2020**

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

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

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

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

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987* only)**

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

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987* only)**

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

In this instrument "officer" means -

**Evan Burman**

**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

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*S11B Instrument of Appointment and Authorisation  
(Environment Protection Act 2017)*

**Ballarat City Council**

**Instrument of Appointment and Authorisation  
(*Environment Protection Act 2017* only)**

OFFICIAL



**Instrument of Appointment and Authorisation  
(Environment Protection Act 2017)**

In this instrument "officer" means -

**Stacy Mah**

**By this instrument of appointment and authorisation, Ballarat City Council -**

under s 242(2) of the *Environment Protection Act 2017* ('Act') and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021 - appoints the officer to be **an** authorised officer for the purposes of exercising the powers and functions set out in the Instrument of Direction of the Environment Protection Authority under the Act dated 4 June 2021.

**It is declared that** this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on

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

..... Mayor/Councillor

..... Chief Executive Officer

## 8.8. OUTSTANDING QUESTION TIME ITEMS

**Division:** Corporate Services  
**Director:** John Hausler  
**Author/Position** Sarah Anstis – Statutory Compliance Officer

### PURPOSE

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

### BACKGROUND

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

### KEY MATTERS

3. Nil

### OFFICER RECOMMENDATION

4. **That Council:**

- 4.1 Endorse the Outstanding Question Time report.**

### ATTACHMENTS

1. Outstanding Question Time Items [8.8.1 - 1 page]
2. QT38/22 - Sean Mulcahy [8.8.2 - 1 page]
3. QT40/22 - Julie Heron [8.8.3 - 1 page]

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Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
25/05/2022 QT38/22	Closed	Sean Mulcahy	1. Understand that the draft Community Infrastructure Plan may be released for public exhibition following this meeting, but is it possible to provide any further information on the proposed Youth Hub, including how it might intersect with the funding for safe spaces for LGBTIQ+ youth announced in the recent Victorian Budget?  I have two questions regarding the following site within a 4km radius of the CBD:  Re-Zoning approximately 40 hectares of the former Commonwealth Land, now a privately owned former Rifle Range at 211-213 Elsworth Street East, Canadian from Rural Conservation to a Residential Zone - (potentially, Rural Living, Low Density Residential or Neighbourhood Residential) 1. Can Council provide a contact at Parks Victoria, who can engage with me directly regarding this site and a copy of the Council Agenda and Minutes for Planning Scheme Amendment C105 from 2006?  2. After examining the Explanatory Report and Zone Map 29 as at 23 November 2006 in Planning Scheme Amendment C105, the explanatory report for the Ministerial Amendment at the request of City of Ballarat refers to the application of the Rural Conservations Zone to the site as an "...interim zoning..." 16 years is a long time for an 'interim zone' to be applied. Can the City of Ballarat appoint a Strategic Planner and provide a pathway with 'in-principle support' in writing to provide for a proponent led amendment to re-zone the site?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response on 31 May 2022 (see response attached)
25/05/2022 QT39/22	Open	Tim Stevens	1. I would like to know if council is considering ways to urgently address food security in its stated plan to "...develop and implement community education and awareness programs, involving the community in emergency management planning?"  2. Also does it intend to be an advocate for more community and street-based food gardens and fruit trees (rather than just planting ornamentals), offering urban spaces for such purposes (perhaps in conjunction with the specialist knowledge of existing groups such as Ballarat Permaculture, Food is Free and Hidden Forest) assisting with finance and where needed, infrastructure created from non-toxic recycled materials produced through the Circular Economy?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth to provide a written response
25/05/2022 QT40/22	Closed	Julie Heron	1. I would like to know if council is considering ways to urgently address food security in its stated plan to "...develop and implement community education and awareness programs, involving the community in emergency management planning?"  2. Also does it intend to be an advocate for more community and street-based food gardens and fruit trees (rather than just planting ornamentals), offering urban spaces for such purposes (perhaps in conjunction with the specialist knowledge of existing groups such as Ballarat Permaculture, Food is Free and Hidden Forest) assisting with finance and where needed, infrastructure created from non-toxic recycled materials produced through the Circular Economy?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment provided a written response (see response attached)

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PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 30 May 2022

Our Ref: QT

Your Ref:

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Sean Mulcahy



Dear Sean

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 25 May 2022 in relation to the draft Community Infrastructure Plan and how it may intersect with the proposed Youth Hub and safe spaces for LGBTIQ+ youth announced in the recent Victorian budget.

I have provided my response below, which was read out at the Council meeting:

Development of a Youth Hub will be a multi-purpose, multi-agency centre and as such will be an inclusive space for all young people. It will be purposefully designed to achieve that within the built form.

Feasibility work on what, where and how the project takes shape will commence following the adoption of a Youth Strategy that is currently being developed by officers.

If you wish to discuss this matter further, please do not hesitate to contact me via Council's customer service number (03) 5320 5500.

Yours sincerely

A handwritten signature in black ink, appearing to be "M. Wilson", written over a white background.

Matthew Wilson  
Director Community Wellbeing

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PO Box 655  
Ballarat Vic 3353  
AUSTRALIA

Telephone: 03 5320 5500  
Facsimile: 03 5333 4061



Date: 17 June 2022

Our Ref: BW:bk

Your Ref: QT40/22

Enquiries: (61) 03 5320 5500

Direct Email: [info@ballarat.vic.gov.au](mailto:info@ballarat.vic.gov.au)

Julie Heron

Email: [REDACTED]

Dear Julie

**RE: PUBLIC QUESTION ASKED AT COUNCIL MEETING**

I am writing in relation to your questions asked at the Council meeting held on Wednesday 25 May 2022 as follows.

*1. I would like to know if council is considering ways to urgently address food security in its stated plan to "...develop and implement community education and awareness programs, involving the community in emergency management planning"?*

Food security is not the current focus of community engagement in emergency management planning.

*2. Also does it intend to be an advocate for more community and street-based food gardens and fruit trees (rather than just planting ornamentals), offering urban spaces for such purposes (perhaps in conjunction with the specialist knowledge of existing groups such as Ballarat Permaculture, Food is Free and Hidden Forest) assisting with finance and where needed, infrastructure created from non-toxic recycled materials produced through the Circular Economy?*

In terms of food security and our ability to support that into the future Council has trailed some plantings of fruit trees across some of our parks and reserves and we will continue to do this in the future. We have also supported the establishment of community gardens across some reserves where the community are growing some fruit trees, vegetables and herbs.

If you require any further information, please call me on 5320 5500.

Yours sincerely

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

Bridget Wetherall  
Director Infrastructure and Environment

CC: Mayor and Councillors  
Governance

**9. NOTICE OF MOTION**

Nil

**10. REPORTS FROM COMMITTEES/COUNCILLORS****11. URGENT BUSINESS****12. SECTION 66 (IN CAMERA)****8.6 CONTRACTS APPROVAL DELEGATED COMMITTEE**

**Division:** Corporate Services

**Director:** John Hausler, Director Corporate Services

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

(Confidential information)

**13. CLOSE**