

Council Meeting

Agenda

23 November 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 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 Planning Meeting apart from those listed in the confidential section.
- Presentations must be submitted in writing, not more than 500 words by 2:00pm on the day of the relevant meeting:
 - i. In the form approved; or
 - ii. by email to Council's prescribed email address;.or
 - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- If a person submitting a presentation is not present in the gallery, their presentation will be read out subject to the time limits.

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The next Meeting of the Ballarat City Council will be held on Wednesday 14 December 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

- Questions must be in English and must be 75 words or less and not include a preamble, other additional material, or multiple parts.
- Questions must be submitted by email to governance@ballarat.vic.gov.au, no later than 12:00pm on the day of the Council Meeting.
- **Please note:** no person may submit more than two questions at each meeting; questions may not be allowed if the time allotted for public question time has finished.
- If a person submitting a question is not present in the gallery during Public Question Time, their questions will be read out and a response provided at the 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

3. **City of Ballarat crews respond to hundreds of damage reports**

The City of Ballarat has responded to more than 200 reports of damage stemming from recent rain events in the city. Ballarat had recorded more than 126mm of rain since 6 October. Although the City has largely escaped major damage when compared to other parts of Victoria, City of Ballarat's Operations team have been busy working to safely restore community assets. The Customer Service Team has received about 500 calls from the community relating to the rain event incidents, although several calls were duplicating reports of the same incidents. Repair crews responded to 214 jobs, mostly relating to road maintenance and repair, with drainage and pathway damage also featuring prominently. There were safety assessments conducted on 68 roads, resulting in roads being closed, safety signage being installed, or roads eventually being deemed safe for use. Most of the road damage has occurred in the north-western areas of the municipality, while repair works have been conducted throughout the council area.

4. **Snap Send Solve partnership**

Residents will have an easier time reporting issues to The City of Ballarat thanks to a partnership with an easy-to-use mobile app. The City of Ballarat is partnering with Snap Send Solve, an independent, third-party app used by local governments and major service providers, such as Telstra and Central Highlands Water, across Australia and New Zealand. The app offers residents a simple and quick way to report problems. It is available for use 24/7 and is more efficient than a phone call – residents can make a report in less than 30 seconds. Snap Send Solve allows residents reporting an issue in the community to take up to five photographs and provide the GPS location of the

problem. This makes it easier for the City of Ballarat to understand and address the issue. Residents have previously been able to use the app, however, the partnership has unlocked a range of different features on the app to improve residents' experience. Residents may still report issues to The City of Ballarat via the current methods, including calling Customer Experience on 5320 5500 and via the website.

5. Contractors sought for Bridge Street redevelopment

The City of Ballarat has opened an Expressions of Interest (EOI) process to identify contractors to deliver the Bridge Street redevelopment, marking an important milestone for the revitalisation project. With works on the \$15 million mall redevelopment planned to commence next year, the EOI process has opened for delivery of the main civil works. A separate EOI is also being advertised for a specialist design and construct contractor to deliver the new bridge-like play space. Fully funded by the City of Ballarat, the \$15 million Bridge Street redevelopment is part of the wider renewal of the Bakery Hill precinct. The redevelopment covers upgrades to the mall between Grenville and Peel Streets, Grenville Street between Curtis and Little Bridge Street, with minor access and safety improvements to pockets of Little Bridge Street.

6. Helping the Ballarat community find the right grant

The City of Ballarat's Grant Finder is a free search directory, listing a wide-range of grant and funding opportunities for local businesses, community groups, not-for-profits, and individuals. The database has been tailored for the wider Ballarat area with a focus on funding for regional areas as well as State and Federal Government opportunities. There are more than 1,400 programs with more than \$50 billion of grants available. The Grant Finder allows a user to search and find grants and to filter grants by location, industry and project type. The Grant Finder directory also has advice and tips for finding and applying for grants to maximise your chances of receiving the funding you need. For assistance, there are video tutorials available on our website and guides explaining how to register on Grant Finder to stay up to date with the latest opportunities. Grants open, close, and change requirements regularly. Registering on the City of Ballarat's Grant Finder means you don't have to keep coming back to search, an email will find its way to your inbox to alert you. Registering on Grant Finder also allows users to create a shortlist of grant opportunities in the favourites tab, assign priorities to grants, stay on track of opening and closing dates with the inbuilt calendar, organise the grants by application stage, and keep up to date when favourites are updated.

7. 27 dogs have found new homes this October

At the start of October, the Ballarat Animal Shelter had 63 dogs in the shelter. The Shelter called on Ballarat to come and meet their new furry friend and consider rehoming a dog into their household; 27 homes have since added a dog. Being able to rehome 27 dogs over two weeks has enabled the staff to continue the high level of care that the shelter provides for all the animals in the facility. Nearing the end of October, the Animal Shelter still had 33 dogs in their care and 14 of those were looking for new homes. The Ballarat Animal Shelter looks after animals that have been surrendered, seized or awaiting their owners to collect them. There are still plenty of dogs available, everything from a Stag mix to a purebred Labrador ready for a new home.

OFFICER RECOMMENDATION

8. That Council:

8.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. AGEING WELL SERVICE REVIEW

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

PURPOSE

1. The purpose of this report is to make recommendation to Council about its role in delivering services to older people living in Ballarat and determine a response to the impact of policy and funding changes made by the Federal Government through the national Aged Care Reform process.
2. To achieve the above, this report will outline current Council services delivered and associated costs, the Aged Care Reform impacts, current service sector or market conditions in Ballarat, customer engagement feedback, a proposed new service model for Ageing Well, and make a recommendation for Council's consideration.

BACKGROUND

- 3 At the Council Meeting on 26 October 2022, Council endorsed and adopted the Ageing Well in Ballarat Strategy 2022 – 2026 (the Strategy) and Action Plan 2022 - 2024.
- 4 The Strategy states that Council is committed to creating an age friendly community for our residents and will work toward this objective through delivery of a multi-year action plan. The recommendation in this report aligns with the adopted Strategy and associated Action Plan.
- 5 Council is currently contracted by the Federal government to deliver the Commonwealth Home Support Program which provides the following services:
 - a. In-Home Services and Supports
 - b. Social Connections Program
 - c. Delivered meals
 - d. Home Maintenance and Modification Program
 - e. Allied Health Program
- 6 In addition to the above, Council currently provides the Regional Assessment Service under contract to the State government, who itself is the contract holder for this service with the Commonwealth. The current contract for this service, unless extended for a further one year, concludes on 30 June 2023.
- 7 The Federal Government is implementing wide-sweeping changes in the aged care system and sector, and this will have a direct impact on these services to older residents delivered by Council.
- 8 The implications of these changes will see eligible residents receive Commonwealth funded support packages that enable them to purchase services directly from not-for-profit and private sector agencies. The changes mean that Council is no longer the sole provider of these services in Ballarat and will be subject to market-based competition on cost of services.

- 9 Every Council in Victoria is or has been working through the implications of the Federal led changes, and Ballarat City Council is no different in facing important decisions about these implications on current services.
- 10 Council's existing contract with the Federal government expires at the end of June 2023. Council has been notified that a one year extension is being offered to the end of June 2024. Given that this matter is being presented and considered by Council, the offer of the one-year extension has not been accepted to date.
- 11 Similarly, Council's existing contract with the State for the Regional Assessment Service expires on 30 June 2023 with a one-year extension to the contract being offered.
- 12 In forming a proposed response to the Aged Care Reforms, officers have provided Council with information about current Council services, the Aged Care Reform agenda and process, the current and evolving market conditions in and around Ballarat, feedback from engagement with current clients of Council's services, options that Council could consider, what a potential re-investment of Council funds into a new service model can involve, and a recommended proposed change.
- 13 Consultation about a proposed change to Council's service delivery was commenced with staff in the Ageing Well service and the relevant Union on Thursday, 27 October 2022 and closed on Friday, 11 November 2022.
- 14 Clients who had received a service from Council in the last six (6) months were advised in writing on 28 October 2022. The number of clients advised was 2,218.
- 15 Volunteers in the Meals on Wheels program were informed about the proposed changes at a meeting in person on Friday, 28 October 2022. Those that were unable to attend in person were advised in writing.
- 16 Contracted providers to Council's Ageing Well service were also informed in writing on 28 October 2022.
- 17 The broader Ballarat community was informed via a media release on 2 November 2022.
- 18 All individuals that provided feedback or asked questions during the consultation process have received an individual response.
- 19 Feedback from the consultation process about the proposed changes has been provided to Council for information as it considers the recommendation presented in this report. The information presented to Council was de-identified to ensure confidentiality obligations to individuals was met.

KEY MATTERS

Current Council Services and Associated Cost.

- 20 Council is currently contracted to deliver the following Commonwealth funded services under the Commonwealth Home Support Program:
 - a. In-Home Services and Supports – consisting of domestic assistance, personal care, respite for carers, shopping assistance.

- b. Social Connections Program – social support individual, social support group.
 - c. Delivered Meals Program – providing frail older people with access to meals.
 - d. Home Maintenance and Modification Program.
 - e. Allied Health Program.
- 21 Council is also contracted by the State government to deliver the Regional Assessment Service which is the entry point to the services delivered in the Commonwealth Home Support Program. The Federal government contracts the State government, and the State government sub-contracts Council.
- 22 Currently and until 30 June 2023, Council provides a suite of in-home and community services and supports to approximately 10% of the 65 years and over residents. Council undertakes this in partnership with 5 external organisations and 1 internal partner, Ballarat Aquatic and Lifestyle Centre (BALC).
- 23 The service model for In-Home Services and Support involves dividing the municipality into five (5) areas and assigning teams of staff to each area. Currently, Council provides direct service into three (3) of the 5 areas and contracts services to external providers in two (2) of these areas.
- 24 The external providers are both large scale agencies providing services within the aged care sector across Australia, and with offices based in Ballarat.
- 25 With the distribution of individual clients across the 5 areas, Council is providing direct service to 49% of existing In-Home Services clients, and the external providers are serving 51% of clients.
- 26 Of particular note with the above is that the client/provider relationship for 51% of clients is directly with the external providers and not with Council. Their support workers are employed by the external providers, and the service experience is related to these external providers.
- 27 The Social Connections Program is delivered through Council program staff, BALC and other external providers. Approximately 40% of hours are provided through the external partners at present. Support to individuals includes transporting clients to do shopping or attend medical appointments, and also participate in fitness and social programs. Support to groups involves small and medium sized group activities.
- 28 The Delivered Meals Program is coordinated through Council's Meals on Wheels Distribution Centre and involves 60 volunteers delivering food to clients. The food preparation is outsourced to an external caterer who delivers the meals to the Distribution Centre, where the volunteer team collects and delivers door to door for clients.
- 29 Demand for the Delivered Meals Program has reduced by 37% since 2019/20 and this is attributed to the increase in access and popularity of meals programs which now provide contracted services to external providers of Commonwealth Support at Home services.
- 30 The Home Maintenance and Modification Program is currently 100% outsourced. The external provider delivers home based "handyman" works and other installations such

as ramps, handrails, and tap handles to enable residents to remain at home. One other provider delivers garden maintenance services.

- 31 The Allied Health Program is 100% outsourced to a local occupational therapy service.
- 32 The 2022/23 adopted budget for the Ageing Well department shows a Council contribution of \$1,819,250, which consists of \$1,214,250 in contribution toward the delivery of the Commonwealth contracted services and \$605,000 in carry forward reserve relating to the Regional Assessment Service under contract with the State government.
- 33 The current total service profile includes 57 employees across a total of 39.91 FTE with 14 being full time roles and 25.91 being part time roles.
- 34 The demographic profile of the employees shows that:
 - a. 93% are female and 7% are male
 - b. 9% are under the age of 44 years and 91% are above the age of 45 years
 - c. 52% have been employed with Council for 11 years or more
 - d. 48% have been employed with Council for 10 years or less
- 35 Given the fact that the sector has been working through the impacts of the Aged Care Reform agenda for many years, it is timely to determine Council's response.
- 36 As a result, whilst a one-year extension of contract for the Commonwealth Home Support Program is being offered through till June 2024 by the Commonwealth, it is the advice of officers that Council consider its options at this time.

Aged Care Reform and Implications.

- 37 The Commonwealth's response to the recommendations to the Royal Commission into Aged Care Quality and Safety, reaffirmed its intention to progress a comprehensive program of legislative, policy and program reform to transform the quality, safety and sustainability of the Australian aged care service system.
- 38 In May 2021, the Commonwealth released the '5 Pillars over 5 Years' plan as the blueprint for the national aged care reform, including \$17.7 billion to fund the next stage to 2025.
- 39 As implementation of the 5 Pillars over 5 Years blueprint takes effect, it will essentially make the rights of the older person the focus and priority of legislation, including the right to choice and control in the selection of providers of their support services.
- 40 Under the reform implementation process, new governance arrangements and obligations on providers will take effect, placing significant new requirements on providers including leadership responsibilities, provider accreditation and approval requirements, new governance standards to be met, public provider performance reporting, prudential standards, liquidity and capital adequacy requirements. Being considered is the requirement of continuous disclosure including advice regarding adverse change and material change in corporate structures.
- 41 This is because under the future Support at Home model, all services from entry level to complex needs support will be consolidated and delivered through contracted providers. This means that to be a provider Council would have to operate under a Clinical Governance Framework relevant to specialist Aged Care service agencies,

requiring the significant organisation, operational, and specialist skills changes to be implemented.

- 42 A single information gateway will be implemented to replace/improve the current My Aged Care system. The new Gateway aims to improve the customer experience and will include a star rating system for feedback.
- 43 Significantly, a new aged care program called Support at Home will consolidate all aspects of the assessment process and the delivery of in-home support programs, and this will formally come into effect in July 2024 when the optional extensions of the Commonwealth Home Support Program contracts cease.
- 44 Also commencing in July 2024, assessment will be streamlined to a single assessment process nationally called the National Streamlined Assessment Service. This will specifically impact the Regional Assessment Service.
- 45 As it stands now, there is no longer a Ballarat only service catchment as approved providers will be required to work within designated Health Department regions. In-home support providers will also be required to work within and across these regions. In effect, if Council became a provider of the Support at Home service, it would be delivering service across at least one designated Health Department region.
- 46 The Support at Home program will conclude the long-standing funding and service agreement arrangements for Council. Providers will be paid a pre-determined fee-for-service, post-delivery of the service. This is a fundamental change in the current funding model and will have direct service cost implications for Council post-implementation.
- 47 The above represents significant changes in the sector with significant impacts on Council's current state as the contracted provider of these Commonwealth services.
- 48 It essentially means that to transition into the new program under the new legislative framework to remain as a provider, Council would have to meet the new organisational requirements, accept a new funding/cost-recovery model, deliver service to a Health Department region, and operate in an open market context competing for clients with other providers of service.
- 49 Councils across Victoria have had to determine, or are in the process of considering, their position in response to the impacts of these changes.

Current Service Sector and Market Conditions in Ballarat.

- 50 The current market conditions within Ballarat and neighbouring regions for providers is strong with quality large and small organisations operating in and around Ballarat.
- 51 A mapping exercise undertaken earlier this year (2022) found that there are 28 Commonwealth Home Support Program (CHSP) providers and 60 Home Care Package (HCP) providers operating within or nearby to Ballarat. This is an increase on the 2018 figures which identified 16 CHSP and 10 HCP providers.
- 52 Most of these providers are already funded for Commonwealth Home Support Program, Home Care Packages, Veterans Home Care program and NDIS which has positioned them to become specialists in this sector. The growth in the number of providers appears to be in readiness for the commencement of the Support at Home Program, and the fact that Ballarat is a logical base for regional service provision. As

these providers have a broad reach, already operate within clinical governance models and deliver various care management and assessment activities, they are ideally placed to meet the new model that will be implemented under the 5 Pillars in 5 Years change program.

- 53 The importance of the above in Council's consideration of the recommendation in this report is that there is a sound and robust provider sector operating within Ballarat and surrounds, meaning that market-based competition will be strong and that Council is not required to "fill a gap" in the local service system for the Support at Home program going forward.
- 54 Recently a Community Voice engagement has been completed with current clients of Council ageing well service. In summary, the engagement feedback outlines that Council's current service clients understand that change is occurring to the aged care services sector, that Council does not need to be a provider of these services, but that Council has a role in supporting older people to access services, fill gaps that the Commonwealth funded services do not address, and participate in community life as they age.
- 55 The engagement findings have directly informed the new Council funded service model that is proposed for implementation should Council endorse the recommendation in this report and would see Council provide a critical role in the local service sector on behalf of residents. Notably, the proposed new service will target all residents aged 55 and above which lowers the age of eligibility for the current services which is 65 and above.
- 56 This new service model role for Council is supported through the Ageing Well in Ballarat Strategy 2022 – 2026. The expected outcomes of the new model are outlined below.

Strategic Role: Sector and Service System Development

Consistent with priorities to ensure access to quality services and supports and to assist in the development of a robust and responsive local service system, the development of experienced and skilled Sector Development resources will support the opportunity for Council to provide sector leadership, collaboration and facilitation while also supporting strategic advocacy, research, community and sector awareness activities. These functions will be of significant value as the transition to a new national aged care service system progresses and as the sector transforms and evolves to respond to this new environment. It would be reasonable to expect that leading these strategic and practical activities will require adequate and appropriately skilled resources for the proposed activities including:

- Ageing Well Program Policy Development
- Strategy Advocacy
- Service System Development and Sector Strategic Planning
- Economic Development Initiatives and Opportunities
- Report preparation, Submission and Funding Applications
- Management and Administration

Community Connections: Information, Advice and Support Services

A 'Community Connections' function to deliver this priority would provide significant benefits to Council and the community as the transformation of the aged care

service system continues. With the current demand evidenced through the *Community Voice* engagement, the development of this resource as early as practicable would provide a valuable community asset to gathering intelligence regarding the new service system.

Deliverables of Community Connectors would be;

- Identify, collect and build information to support role delivery
- Ensure information platforms are maintained for relevance and accuracy
- Provide information referral and other supports to residents, their carers and families to assist them to access service and supports
- Provide individual advocacy and support to residents
- Establish relationships with providers, care finders and care managers, assessment teams and other stakeholders to facilitate effective connection referral and support for residents engaging with the aged care service system
- Data collection for performance, evaluation, gap analysis and referral to strategic advocacy

Social Connections

This is an opportunity to facilitate and deliver programs and activities that respond to the community's need to be socially connected.

Deliverables include;

- Develop, facilitate social programs and activities, events in response to identified need
- Connect socially isolated residents and vulnerable community members with appropriate and relevant community supports and linkages.
- Work with other providers, community groups and other stakeholders to address identified needs and gaps with appropriate solutions.
- Assist community groups and other providers to develop social programs.
- Work with the Volunteer and Transport Officer to deliver alignment and coordination
- Undertake effective evaluation and feedback processes with participants

Community Transport and Volunteer Programs

The significant contribution to the community by volunteers in Ballarat is a key focus of the proposed new model. Volunteer engagement to development new volunteering programs that address issues such as transport, isolation and loneliness, food insecurity; access to health and community services, and general supports is one of the high value aspects of the proposed new model and would deliver:

- Volunteer recruitment, training, support and supervision
- Engage with other volunteer services and transport providers to support coordinated solutions and reduce duplication
- Work with the social activities planner to deliver alignment and coordination of program facilitation
- Data collection and reporting for performance, evaluation, gap analysis and referral to strategic advocacy

Community and Social Connections Integrated Planning

Delivery of the multiple objectives under the Community and Social Connections functions will benefit from integrated planning and coordination. Activities may include;

- Program management, development, coordination and evaluation
- Engagement with the Senior Citizens Clubs
- The development and evaluation of the Ageing Well Ambassador program
- Needs analysis and development of relevant organisational, group and program responses, including opportunities in community settings
- Community Group Establishment program administration

57 The above outcomes would be delivered in the proposed new service model and transition would commence in early 2023 following Council's consideration of the recommendation in this report.

58 The cost of the proposed new service model is estimated at being \$1.2M in wages and program costs. This would be funded through redirecting the current cost to Council of delivering the existing Commonwealth Home Support Program contract.

Industrial Implications to be considered

59 If Council endorses the recommendation in this report there will be industrial relations implications for staff in the Ageing Well department.

60 Given that the recommendation is to cease the Commonwealth Home Support Program on 30 June 2023 and the Regional Assessment Service on 30 June 2024, there will be 57 staff directly impacted.

61 This means that the employment of staff in the Commonwealth Home Support Program funded services would cease on 30 June 2023, and the employment of staff in the Regional Assessment Service would cease on 30 June 2024.

62 The reason for recommending ceasing the Regional Assessment Service in June 2024 instead of June 2023, is so that the transition of clients into new service providers can be supported more effectively up to and beyond 30 June 2023. This will provide a point of consistency in the existing service system whilst the change processes are implemented. Ceasing the RAS contract in June 2024 once the change processes have been supported to occur and establish presents as a way that Council can maintain support for community members during this change process.

63 The process to implement organisational change, should Council endorse the recommendation, will adhere to obligations under the Ballarat City Council Enterprise Agreement No. 8, 2019 (EBA).

64 This will include supporting impacted staff with outplacement services which includes resume building, interview skills, job search skills, as well as information sessions with Vision Super and Employee Assistance Program support with Converge International.

65 It is noted that several retraining and redeployment options may present for staff in the proposed new Council service model which would commence recruitment in early 2023 to ensure readiness for implementation from 1 July 2023.

OFFICER RECOMMENDATION

66. That Council:

- 66.1 Receive and note consideration of the feedback from the consultation period on the proposed changes to the Ageing Well service.
- 66.2 Cease providing the Commonwealth Home Support Program no later than 30 June 2023 and not transition to be a Support at Home provider of Commonwealth services,
- 66.3 Cease providing the Regional Assessment Service no later than 30 June 2024, and
- 66.4 Endorse the initiation of a new Council funded Ageing Well service model to commence operation from 1 July 2023 as outlined within the report.

ATTACHMENTS

- 1. Governance Review [8.1.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The subject of this report supports Council Plan objectives:
 - a. a. A healthy, connected and inclusive community
 - b. b. A council that provides leadership and advocates for its community
2. The subject also directly addresses the direction and commitments outlined in the Ageing Well in Ballarat Strategy 2022 – 2026, which was adopted at the 26 October 2022 Council Meeting.

COMMUNITY IMPACT

3. A decision to on this matter will have community impact. If Council elects to not transition to become a provider under the new Support at Home contract and to create a new service model it will broaden the age range catchment of who the Ageing Well department aims to serve from people 65 years and up who qualify under the eligibility criteria of the Commonwealth program to people 55 years and up without the eligibility criteria.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no climate emergency or environmental sustainability implications identified.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. The economic sustainability implications are discussed as financial implications of the recommendation to re-invest the current cost to Council of delivering the Commonwealth contract services (approx. \$1.2M) into creating the proposed new service model.

FINANCIAL IMPLICATIONS

6. If Council transitions to become a provider of the new Support at Home services, there will be significant potential economic considerations given there is a new funding model and an open market competition context. This is discussed in the body of the report.
7. If Council determines to establish a new Council funded service model, it will likely cost an estimated \$1.2M per annum for the first year. As identified in the report, this can be funded through the saving of the cost to Council of the existing service model.

LEGAL AND RISK CONSIDERATIONS

8. Consideration of this report does not create legal or risk considerations outside of the identified industrial relations obligations under the EBA 2019.

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. As outlined in the body of the report, there has been engagement with staff, the union, existing clients of Council's services, volunteers and contracted providers and the findings were presented to Council for consideration.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

8.2. BIODIVERSITY VISION AND COMMITMENT

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Heath Steward – Senior Sustainable Policy and ESD Officer

PURPOSE

1. To endorse the Biodiversity Vision and Commitment.

BACKGROUND

2. The draft Biodiversity Vision and Commitment (Appendix 1) responds to Goal 1.5 of the City of Ballarat Council Plan 2021-2025 which seeks to 'Develop policy guidance on biodiversity and natural resources management' and supports the initiatives and implementation of the Ballarat Strategy 2040.
3. An estimated 66% of Victoria's native vegetation has been cleared as a result of the growth and economic development of the State. Of the remaining 34%, it is estimated that 7.4 million hectares are located on public land (mostly in the east of the state) and approximately 1.1 million hectares are found on private land. About 10,380 habitat hectares of native vegetation are removed from Victorian private properties each year.
4. The Australian Terrestrial Biodiversity Assessment 2002 identifies that within the Victorian Volcanic Plains Bioregion, of which Ballarat is a part, "greater than 95% of all native vegetation has been cleared". Of the 78 ecological vegetation classes and floristic communities mapped in the bioregion 15% of these are likely extinct and 78% threatened. Plains grassland and grassy woodlands once covered three quarters of the region; today only approximately 1% remains, and much of this is degraded.
5. The Australian State of the Environment Report 2021 had the following key findings with respect to Biodiversity:
 - Biodiversity is essential to human survival, wellbeing and economic prosperity.
 - Our biodiversity is declining, and the number of threatened species is increasing.
 - Climate change, habitat loss and degradation, and invasive species are the key threats to Australia's biodiversity.
 - Protected areas, recovery efforts and better management of pressures can help to secure our most threatened species.
6. Overall, the state of the environment of Australia is poor and deteriorating as a result of increasing pressures, and this includes Ballarat. Changing environmental conditions mean that many species and ecosystems are increasingly threatened, with multiple pressures creating cumulative impacts that amplify threats.

KEY MATTERS

7. There have been active and committed environmental community groups in Ballarat for decades and more recently the Council Plan 2021-2025 and Ballarat Strategy 2040 have recognised the strong desire from the broader community for better environmental stewardship.

8. Feedback from the community suggests that the City of Ballarat has had an inconsistent past with regards to environmental management including periods of positive action followed by periods of inaction. This pattern has left parts of the community weary yet eager for the City of Ballarat to lead in terms of biodiversity and environmental stewardship.
9. The process to develop the Draft Biodiversity Vision and Commitment was designed to re-engage Ballarat's committed environmental community groups and to capture their knowledge and expertise through face to face and online workshops. The workshops were promoted through emailing 'Friends of' networks and a City of Ballarat Facebook media post. It was encouraged that representatives from Friends Groups attend, rather than the entire group, which was generally followed.
10. Two workshops were held in August, one face to face during the day and one online in the evening to allow for different groups to attend. The face-to-face session had the higher attendance with 30 participants, as well as attendance by Mayor, Cr Moloney, Cr Coates and Cr Harris; along with Director Infrastructure and Environment and Executive Manager Waste and Environment also present. The on-line workshop had an attendance of 12 participants.
11. Following the workshops, Mosaic Labs (consultant) who facilitated the workshops, provided a 'What was said' report (Appendix 2). This was reviewed with the key themes and focus areas forming the basis of the Draft Biodiversity Vision and Commitment. The City of Ballarat's environment officers and land managers were also engaged by email and phone/in-person discussions for their input.
12. The draft Biodiversity Vision and Commitment has been shared with those that attended or expressed interest in the workshops, with any additional comments considered.
13. The outlined next steps will continue to build the relationship between the community and the City of Ballarat and improve biodiversity outcomes.

Next Steps	Date
Council Meeting to endorse the Ballarat Biodiversity Vision and Commitment	23 November 2022
Development of Biodiversity Strategy	December 2022 – June 2023
Council meeting to endorse the Ballarat Biodiversity Strategy	July 2023
'Friends Of' Networking and Learning Forum	December 2022 / June 2023 (6 Monthly)

OFFICER RECOMMENDATION

14. That Council endorse the Biodiversity Vision and Commitment.

ATTACHMENTS

1. Governance Review **[8.2.1 - 2 pages]**
2. Appendix 1 - City of Ballarat Biodiversity Vision and Commitment **[8.2.2 - 9 pages]**
3. Appendix 2 - Ballarat Biodiversity Policy Workshops - What was said report - August 2022 **[8.2.3 - 30 pages]**

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Council Plan (2021-2025) provides strong guidance in the development and delivery of the Biodiversity Vision and Commitment for Ballarat (the Commitment), through the following goals and strategic objectives.
2. Goal 1: An environmentally sustainable future
 - 1.5 Improved stewardship of our natural resources and protection and enhancement of biodiversity
 - o Develop policy guidance on biodiversity and natural resources management
3. Goal 4: A city that conserves and enhances our natural and built assets
 - 4.4 Maintain and conserve our open space and natural assets
 - o Engage with community groups to deliver shared objectives in natural resource management

COMMUNITY IMPACT

4. The Commitment has been developed in conjunction with the Ballarat community with a specific focus on environmental groups and individuals.
5. The Commitment will demonstrate the Council's commitment to protecting and restoring the natural environment and will foster more positive and constructive relationships with the environmental and broader community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. Adoption of and following through with the Commitment is a key step to biodiversity being resilient to climate change and halting the extinction crisis in the Ballarat region.
7. With ecosystems collapsing across Australia and many species and ecosystems highly susceptible to being lost in a single event, the importance of the Commitment cannot be understated.

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. The delivery of initiatives under the Commitment are expected to help maintain Ballarat's liveability and continued growth with benefits such as urban cooling, stormwater management, tourism, visual appeal, active living and many more while also supporting ecology across the municipality.
9. Unless we change the trend from loss to gain, biodiversity will continue its rapid decline and so increase the likelihood of catastrophic ecosystem collapse and the dire economic consequences that come with it.

FINANCIAL IMPLICATIONS

10. The Commitment has been developed with the allocated resources of Council.

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11. Additional funding will be sought once the Biodiversity Strategy is developed and adopted in mid-2023.

LEGAL AND RISK CONSIDERATIONS

12. The Plan is being developed with a clear risk analysis and each recommended initiative will be subject to undertaking a risk profile to inform actions.

HUMAN RIGHTS CONSIDERATIONS

13. 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

14. The Biodiversity Vision and Commitment has been developed in conjunction with the Ballarat community with a specific focus on environmental groups and individuals.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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CITY OF BALLARAT

Biodiversity Vision and Commitment





—
The City of Ballarat acknowledges the Traditional Owners 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.
—



> **Purpose**

To outline the Council's vision and commitment that will be used as a guiding principle to inform the City of Ballarat's decisions and operations that influence or impact biodiversity in the Ballarat region.

The vision and commitment statement lays the foundations for a Biodiversity Strategy to be developed early in 2023.

> **Definition**

Biodiversity encompasses all components of the living world — the number and variety of plants, animals and other living things, including fungi and micro-organisms, across our land, rivers and sky. It includes the diversity of their genetic information, the habitats and ecosystems within which they live, and their connections with other life forms and the natural world.⁸

> **Background**

Ballaarat – ‘resting place’
Woowookarung – ‘place of plenty’

Before European settlement, the region that is now Ballarat was known to the indigenous community as a place to rest and recuperate thanks to its cool local climate, lush canopy cover and abundance of life. The region then, and now, is at the juncture of the volcanic grassy woodland plains and heathy dry forests, punctuated by the Yarrowee River and escarpment at the southern end of the Great Dividing Range. A diverse range of species were found in abundance in the area including koalas, growling grass frogs, greater gliders, blackfish, platypus, matted flax-lily and ancient manna gum.

Shortly after gold was discovered in 1851, the pristine landscape was systematically turned over in the search for gold and the establishment of agriculture. Unaware of the impact and magnitude of their actions, the early settlers undid thousands of years of symbiotic harmony in a matter of decades, removing nearly all the remnant vegetation and irreparably scaring the landscape.



Ballarat Fine Art Gallery, 'Ballarat in the early times; As it appeared in the summer of 1853-54' by Eugene von Guerard, 1884

While the gold rush remains a defining moment in time for Ballarat and agriculture is vital to a sustainable economy, evidence of its impacts is still clear in the landscape. The Yarrowee River and small waterways bear the brunt of early mining’s scarring with contaminants and channelisation still in place, left for invasion by exotic weeds and pest animals.

Similarly, volcanic wetlands and watercourses, cleared and drained many decades ago, are losing the ability to absorb water and support the ecosystem through drought. While modern practices are more environmentally responsible, the lack of restoration of the land, along with on-going detrimental actions such as old tree removal, fragmentation, erosion, pollution, land management practices and climate change are continuing to degrade the natural environment around us, leaving Ballarat an uninviting place for biodiversity to flourish.

Furthermore, with Ballarat’s population forecast to grow a further 26.72 per cent to 144,108 by 2036⁶, the pressures we see on the environment today, are only going to grow, making the need for action all the more imperative.

The natural areas of Ballarat have slowly started to regenerate where left alone, or with the assistance of passionate and committed community members. The City of Ballarat and State Government have responded with the adoption of the Comprehensive Koala Plan of Management in 2006, the Environmental Significance Overlay, Schedule 5 (ESO5) gazetted into the Planning Scheme in 2009 and declaration of the Woowookarung Regional Park in 2017, among others.

While these have been significant wins for local biodiversity, much more is needed, with increased urgency in a changing climate and growing development pressures.

Fortunately, the need for bold and urgent action is recognised at every level of government with the 2021 State of the Environment Report Australia¹ identifying the following key findings with respect to biodiversity:

- Biodiversity is essential to human survival, wellbeing and economic prosperity
- Our biodiversity is declining, and the number of threatened species is increasing
- Climate change, habitat loss and degradation, and invasive species are the key threats to Australia’s biodiversity
- Protected areas, recovery efforts and better management of pressures can help to secure our most threatened species.

And the Federal Government² recognising that the main threats to our biodiversity are:

- Loss, fragmentation and degradation of habitat
- The spread of invasive species
- Unsustainable use of natural resources
- Climate change
- Inappropriate fire regimes
- Changes to the aquatic environment and water flows.

The Department of Environment, Land, Water and Planning’s (DELWP) Protecting Victoria’s Environment – Biodiversity 2037 sets the vision that ‘Victoria’s biodiversity is healthy, valued and actively cared for’ with the Goals of: 1. ‘Victorians value nature’ and 2. ‘Victoria’s natural environment is healthy’.³

And Goal 1 of the City of Ballarat Council Plan 2021-2025 is ‘An environmentally sustainable future’ with Goal 1.5 seeking ‘Improved stewardship of our natural resources and protection and enhancement of biodiversity’ progressed when we ‘Develop policy guidance on biodiversity and natural resources management’.

While Ballarat’s history has resulted in many challenges, the passion and commitment shown by the community and government holds us in good stead as we strive to be a resting place of plenty once again.

“[The United Nations Environment Programme’s sixth Global Environment Outlook (GEO-6)] shows that the overall environmental situation globally is deteriorating and the window for action is closing.”

United Nations Environment Programme, 2019⁴

“My hope is that the biodiversity policy is not another glossy document that goes nowhere in particular. My hope is that it can be supported very strongly by council through budget and resourcing and encouraging people’s participation.”

Community member⁵



Flowing water – Image by Peter Darveniza

➤ **Vision Statement**

Championed by an actively engaged and informed community, the natural environment is protected, restored and connected for health and resilience.

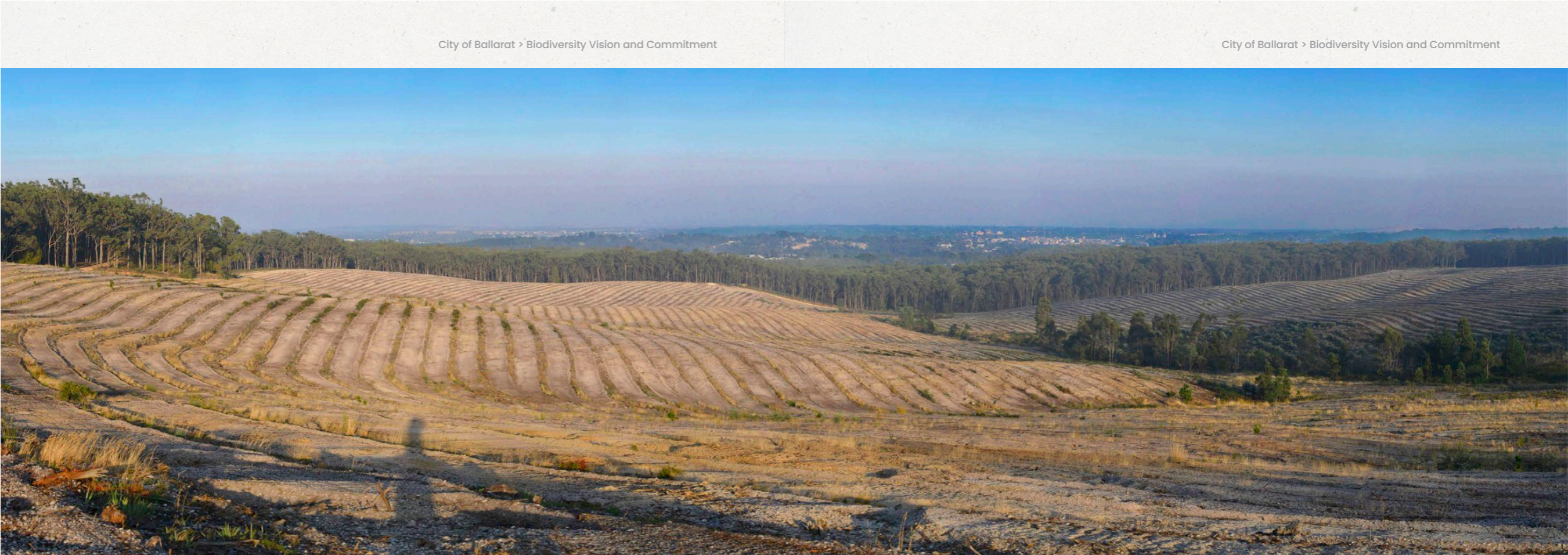
➤ **Commitment Statement**

The City of Ballarat is committed to protecting and restoring the natural environment for the benefit of all plants, animals and people that inhabit and benefit from it. Council and the City of Ballarat acknowledges:

- The continuing connection of the Wadawurrung and Dja Dja Wurrung who have a deep understanding of the land, water and sky, and value their partnership in managing and determining their future.
- The community’s role in protecting and restoring the natural environment and continued sharing of knowledge and experience through active engagement.
- The intrinsic and irreplaceable value of our forests, waterways, grasslands, large old trees and urban forestry, including street trees, that make up the mosaic of landscapes of Ballarat and region.
- Its role in supporting the invaluable services provided to us through the water cycle, nutrient cycle and other natural processes for the health of all.
- That biodiversity does not stop at borders, and it is our role as a regional centre to lead and facilitate responsible stewardship of the land.
- That biodiversity comes in many forms and that flora and fauna across all landscapes have inherent value worthy of protection and support.
- That flora and fauna have the right to exist and that it is our duty to live in harmony with, rather than external to, the natural environment.

“That the City of Ballarat vision involves the community in valuing the natural environment by: protecting and restoring the diverse natural values on public and private land, involving the community in proactive, innovative policies, practices, and programs.”

Community member⁶



Cleared land – Image by Michael Rootes

Focus Areas

Community consultation in August 2022⁵ highlighted key areas that the community sees as focus areas to achieving a biodiverse Ballarat. They are:

- 1. Urgency**
We take action now and continue following through with our commitments to create protected and resilient ecosystems.
- 2. Environmental outcomes**
Positively influence our efforts to protect, restore and connect environments across our region at a local to landscape scale.
- 3. Community**
Being informed, engaged, and collaborative in the pursuit of protecting and improving the natural environment.
- 4. Development**
Redirected away from valuable environmental assets and, where it occurs in sensitive areas, that development is done responsibly and ensuring those that detrimentally impact the environment through development are held accountable.
- 5. Government**
All levels are aligned to facilitate, fund and re-enforce efforts that protect and advance environmental stewardship.

1. Urgency

The Climate and Extinction Crises are real and present dangers to life as we know it. Fortunately, we have a small window of time to protect the biodiversity we have and secure its resilience for future generations.

The City of Ballarat commits to:

- 1.1 Producing a Biodiversity Strategy in the first half of 2023 to identify actions over the short to long term that enhance biodiversity and begin enacting the strategy as soon as it is adopted.
- 1.2 Acting with urgency for biodiversity in Ballarat and region.
- 1.3 Providing human and material resources dedicated to environmental management and restoration in Ballarat.
- 1.4 Take bold action toward stopping urban deforestation and fragmentation while also supporting regeneration and landscape connections in the Ballarat region.
- 1.5 Celebrating the beautiful natural assets the region already has through enhancing their accessibility.

“Immediate action with innovative management and collaboration can turn things around”

State of the Environment Report 2021¹



Planting day – Image by FoCC et al

2. Environmental outcomes

Ecological systems and environments are complex, varied and critical to sustain the flora and fauna that inhabit them in unique and often intricate ways. A healthy and connected landscape is more resilient and better able to support biodiversity.

The City of Ballarat commits to:

- 2.1 Increasing our natural carbon sequestration (plants) and reducing our carbon emissions to reduce the impacts of climate change in line with the latest science.
- 2.2 Bringing biodiversity into the everyday lives of its residents and visitors.
- 2.3 Supporting the ecological communities in Ballarat, from urban to rural, to be more resilient to the threats of climate change.
- 2.4 Concerted action to protect and enhance rare and established vegetation, waterways and wetlands.
- 2.5 Supporting the establishment of the environmental infrastructure, like seedbanks, needed to deliver the swift and dramatic landscape scale changes that are required.

“Community leadership, we can’t leave it all to government.”

Community member⁶

“Nature Comes First!”

Community member⁶

3. Community

With private property making up most of the land mass and habitat in Ballarat, the community has considerable influence on biodiversity in the region. It is upon each of us to make decisions and actions that support biodiversity.

The City of Ballarat commits to:

- 3.1 Include the community in the decision-making process where practicable in accordance with our Community Engagement Policy.
- 3.2 Educating and informing people from all walks of life about the intrinsic value of biodiversity so that it is understood and appreciated.
- 3.3 Being transparent with the community, acknowledging the past to heal and grow.
- 3.4 Listening to and learning from the community who have a large amount of lived knowledge and expertise in the area.
- 3.5 Working with the Wadawurrung and Dja Dja Wurrung to support their cultural connection with Country, including recognising women as the holders of relevant cultural knowledge.
- 3.6 Delivering equitable and inclusive initiatives that acknowledge the needs of people of different genders, abilities and other intersectional attributes.
- 3.7 Facilitating and supporting the public and community groups in the endeavour of environmental activism and connecting with nature.

“Supporting community volunteer groups, [are] great opportunities for council.”

Community member⁶

4. Development

Development has a vital role in the economy and when well managed it can prevent fragmentation, urban vegetation loss, stream channelisation and a range of other detrimental outcomes. Described as Ballarat's second gold rush, the housing and development boom in Ballarat needs to be undertaken with appropriate weight and care given to biodiversity.

The City of Ballarat commits to:

- 4.1 Applying the Planning Scheme in a manner that achieves the best biodiversity outcomes practicable, particularly for waterways, established trees and wildlife corridors.
- 4.2 Challenging and instigating change in the Planning Scheme to achieve better outcomes for biodiversity at a municipal scale and restore balance in conflicting priorities.
- 4.3 Requiring the City of Ballarat and new private development proposals to plan biodiversity into the proposal.
- 4.4 Promote and incentivise the value of incorporating and protecting trees, waterways and biodiversity into developments.
- 4.5 Lifting the standards expected of the City of Ballarat and private development towards sustainability and ecology.
- 4.6 Holding those accountable that detrimentally impact the environment through development.

“Biodiversity is both essential for our existence and intrinsically valuable in its own right.”

Department of Climate Change, Energy, the Environment and Water, 8 August 2022²



Lake Wendouree – Image by Judith Bailey



Two koalas – Image by Stephanie Davison



Stone circle – Image by Jeff Rootes

5. Government

Governments at all levels play a key role in influencing the trajectory for biodiversity, be it federal, state or local. It is imperative for all levels of government to work together to progress biodiversity, and to minimise the ‘red tape’ and ‘silos’ that can inadvertently hamper positive efforts.

The City of Ballarat commits to:

- 5.1 Upholding this vision and championing the commitments from an organisational to officer level as leaders in creating more biodiverse environments.
- 5.2 Working collaboratively with all tiers of government and land and water managers, recognising that biodiversity does not end at municipal or organisational boundaries.
- 5.3 Advocating to State and Federal Governments for funding and legislative reforms that protect and enhance biodiversity.
- 5.4 Achieving a ‘new normal’ where biodiversity is at the centre of life, with our decisions and actions reflecting that accordingly.
- 5.5 Considering biodiversity in all of the City of Ballarat’s projects and operations, particularly where not considered relevant in the past.

“Our current approach has not been working. If we keep doing what we’ve been doing, we’ll keep getting the same results. Australia is the mammal extinction capital of the world.”

Minister for the Environment and Water Tanya Plibersek⁷



Old Tree – Image by Heath Steward c/o Susan Moodie, Black Swamp

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1. <https://soe.dcceew.gov.au/biodiversity/key-findings>
2. <https://www.dcceew.gov.au/environment/biodiversity/conservation>
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4. <https://www.unep.org/resources/global-environment-outlook-6>
5. Ballarat City Council Biodiversity Policy Community Engagement Workshops ‘What was said’ report, August 2022, Mosaic Lab
6. Council Plan 2021-2025
7. <https://minister.dcceew.gov.au/plibersek/media-releases/minister-launches-threatened-species-action-plan-toward-zero-extinctions>
8. <https://www.environment.vic.gov.au/biodiversity/biodiversity-plan>

- This document can be found in PDF format on our website ballarat.vic.gov.au
- To receive this document in another format, phone 5320 5500, using the National Relay Service 13 36 77 if required.



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November 2022



BALLARAT CITY COUNCIL BIODIVERSITY POLICY

COMMUNITY ENGAGEMENT WORKSHOPS

What Was Said' Report

August 2022

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INTRODUCTION

PROJECT OVERVIEW

Ballarat City Council is a local government area in the west of the state of Victoria, Australia. The Council is developing a Biodiversity Policy to ensure that the natural flora and fauna is valued, retained and enhanced in the City of Ballarat. The city cannot achieve this alone, and wanted to engage the local community who hold passion, skills and knowledge about biodiversity and the ecosystem in the region.

The Council wanted to hear from community members about the following key areas:

- ♦ knowledge, experience and insights into this important work.
- ♦ ideas and aspirations for a biodiverse future for the City of Ballarat.
- ♦ focus areas to help retain and enhance the biodiversity of the City.
- ♦ opportunities to continue this work together.

Two workshops were held on the 15 August (in person) and 18 August (online) and included a total of 42 community members.

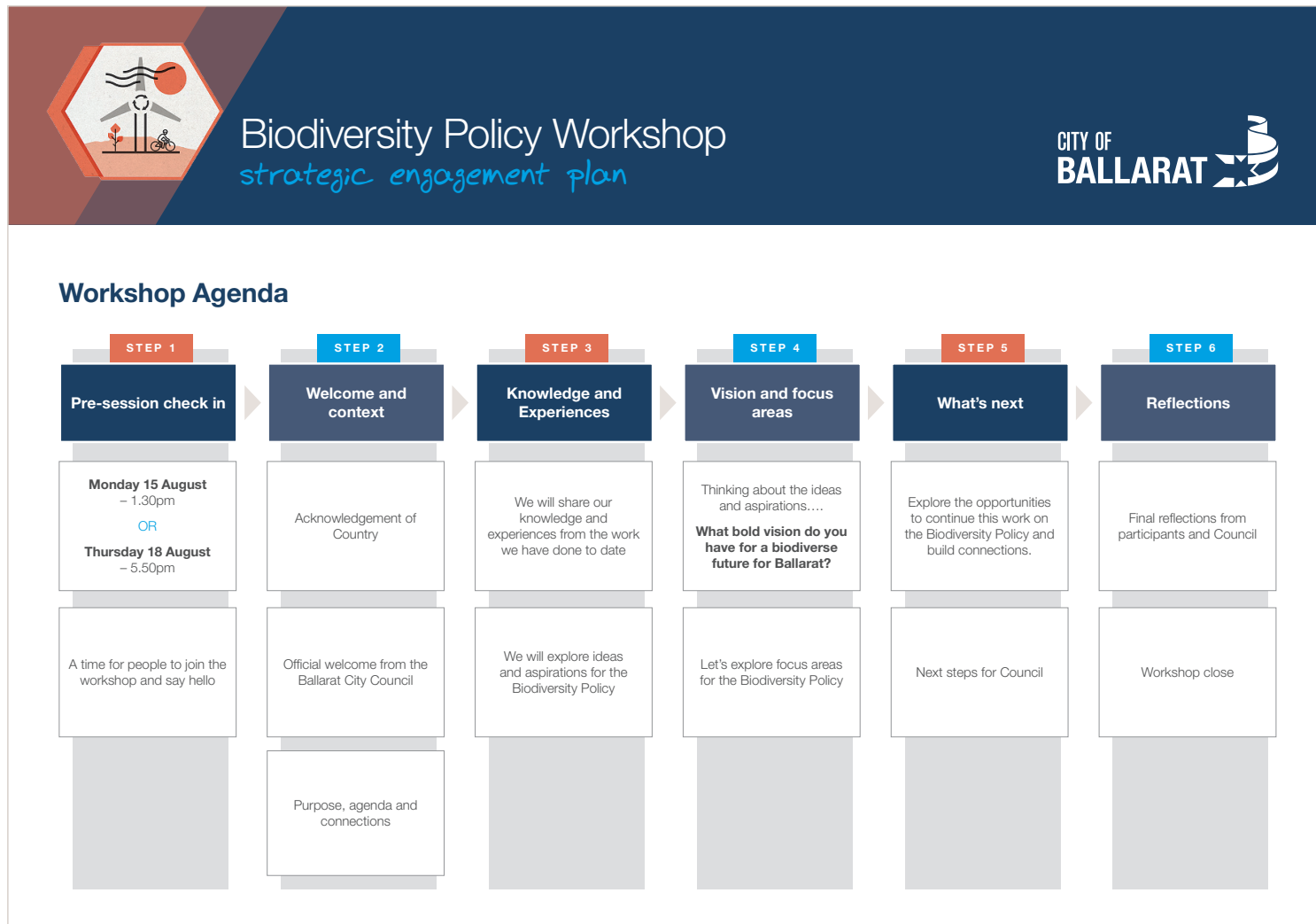
This report is a record of what was said at both workshops.

WORKSHOP OBJECTIVES

The workshop objectives for the two workshops included:

- ♦ To acknowledge and deliver on the Community Vision and Council Plan's strategic intent of an environmentally sustainable future.
- ♦ To bring together community and stakeholder participants to share their knowledge, ideas and aspirations for biodiversity in the City of Ballarat.
- ♦ To draft a vision for the Biodiversity Policy and explore early ideas on the focus areas.
- ♦ To share next steps and Ballarat City Council's commitment to the Biodiversity Policy.





WORKSHOP 1

OVERVIEW

The first workshop was held on Monday 15 August 2022, 2-5pm at the Lucas Community Hub. There were 30 community members in attendance, supported by three Councillors and four Ballarat City Council staff:

- ♦ Councillor Daniel Maloney, Mayor
- ♦ Councillor Belinda Coates
- ♦ Councillor Mark Harris
- ♦ Bridget Wetherall, Director Infrastructure and Environment
- ♦ Les Stokes, Executive Manager Waste and Environment
- ♦ Fiona Stevenson, Coordinator Sustainable Environment
- ♦ Heath Steward, Senior Sustainable Policy and ESD Officer

WORKSHOP AGENDA

TIME	DETAILS
1.30PM	Join us from 1.30pm for afternoon tea (to connect and network with others)
2.00PM	<p>Welcome & setting the scene: Welcome, introductions and connecting with each other.</p> <p>We will also hear more about the Biodiversity Policy and how it will support the Community Vision and Council Plan</p>
	<p>Our knowledge and experiences Drawing on the knowledge and experiences from our community, we will explore ideas and aspirations for the Biodiversity Policy.</p>
	<p>Visioning for a biodiverse future Thinking about the ideas and aspirations.... What bold vision do you have for a biodiverse future for Ballarat?</p>
3.30PM	15-minute stretch break
	<p>Building on our vision We will continue to work on our visions and explore focus areas for the Biodiversity Policy.</p>
	<p>Taking the Biodiversity Policy forward Let's explore the opportunities to continue this work on the Biodiversity Policy and build connections.</p>
4.40PM	Next steps and final reflections
5.00PM	Workshop Close



WORKSHOP RESULTS

Participants were asked to discuss in pairs:

1. What are you curious about coming into today's workshop?
2. When did you first connect with the topic, Biodiversity?

The participants were then asked to spend some time writing about their hopes for the workshop.

After writing their hopes, Bridget Wetherall and Cr. Belinda Coates provided further context to the importance of the Biodiversity Policy and the opportunity for community to participate in developing the vision and core priorities.

OUR HOPES



... continued overleaf





... continued overleaf



KNOWLEDGE AND EXPERIENCE

There was a lot of knowledge and experience in the room that Council wanted to understand and also acknowledge as key contributors in the Biodiversity Policy. The participants went into small groups of four and asked to come up with four points that reflect the collective knowledge and experience of the group.

Policy development.	Scientific/education background. "Education" - takes many forms.	Experience of nature - gardening much fewer insects. Education incentive especially wider understanding not only towards a job and keep economy going.
Advocate for biodiversity.		
Engaged citizenship - ambition for holistic practice.	Technical and local knowledge. Social, rehabilitation of animals, ecological, climate, geography.	
Connections of networks. Evan Central west.	Passion and advocacy experience and nature connection.	Change in house sizes and monoculture gardens, busy lives.
Different government departments working in silos. This is leading to mass loss of habitats and wildlife.	Voice of community groups and networking and many contacts.	Botanic Gardens - at present moment manicured and has potential to be biodiverse, lively, abundant. Includes central Ballarat just bush - maximises. General understanding of plants and wildlife.
Wetland restoration	Drive to affect change, to check that policy is implemented, and biodiversity is prioritised by council.	
Integrator - knowledge of process and planning - regenerative farming - planning is interfering with corridors - not designed for habitats - reconnecting corridors.	Riparian/water/aquatic knowledge and issues, sanctuary values of local lakes. Need more auditing or environment values.	Knowledge and experience hum survival/ecosystems is that most people have little knowledge/ and expertise of the ecosystem and this needs to change; this is a massive problem. Its urgency is not appreciated by most of the population. Changing attitudes to generate a fundamental connection to environment.
Wildlife rescue and care.	Knowledge that council policies are sometimes in conflict, forgotten or not applied.	Teaching community groups family life working life.
Loss of wildlife due to domestic cats - dogs off lead - attacking and killing wildlife - wildlife having to cross major roads because their habitat has been so fractured. So much of our loss to wildlife can be easily prevented!	Local knowledge, the wishes of the local people about their local environmental issues. Decades of experience is available e.g., land care!	Lifelong experience to connect to nature through teaching range and students' family life.
Ecologist - frog specialists	Significant work has been done but not applied. New areas need to be done!	Planning experience contesting developments on bushland.
Conflicting regulations from different agencies creating net loss of habitat - lack of monitoring of flora and fauna - there needs to be an environmental footprint.	Family life experience of wildlife - gardens - koalas/birds rapidly reducing wildlife over the past 3 decades.	Connecting existing habitat areas and landscape planning.
Retaining water in landscape. Active roles in changing attitudes. Deep knowledge of council level/state level process.	Geography - study of human relation with environment and land. Land use changes. "Planning "to care for environment. Good till 70's/80's. "Greed is good "attitude by change in 90's.	Lake Wendouree environment.
		Impacts of wildlife from development and different uses of areas (e.g., fishing and swans)



DRAFT VISION AND FEEDBACK

Following a discussion on the knowledge and experience in the room, the workshop participants took part in a process called Think, Pair, Share to support the development of a vision for the Biodiversity Policy.

THINK

Individually participants had some time to think of five words that inspire the vision.

PAIR

They went into pairs or threes to share their chosen words and to come up with a combined set of five words.

SHARE

The pairs or threes, joined into small groups of four or five people and they were given 25 minutes to write their vision for the Biodiversity Policy.

Once the groups had completed their visions, they were introduced to the 'Levels of Comfort' feedback process and asked to complete the rating scale of 'Love it to Loathe it' and what would make them feel more comfortable and less confused for each draft vision prepared. Extra time was provided in the break so that participants could do this individually.

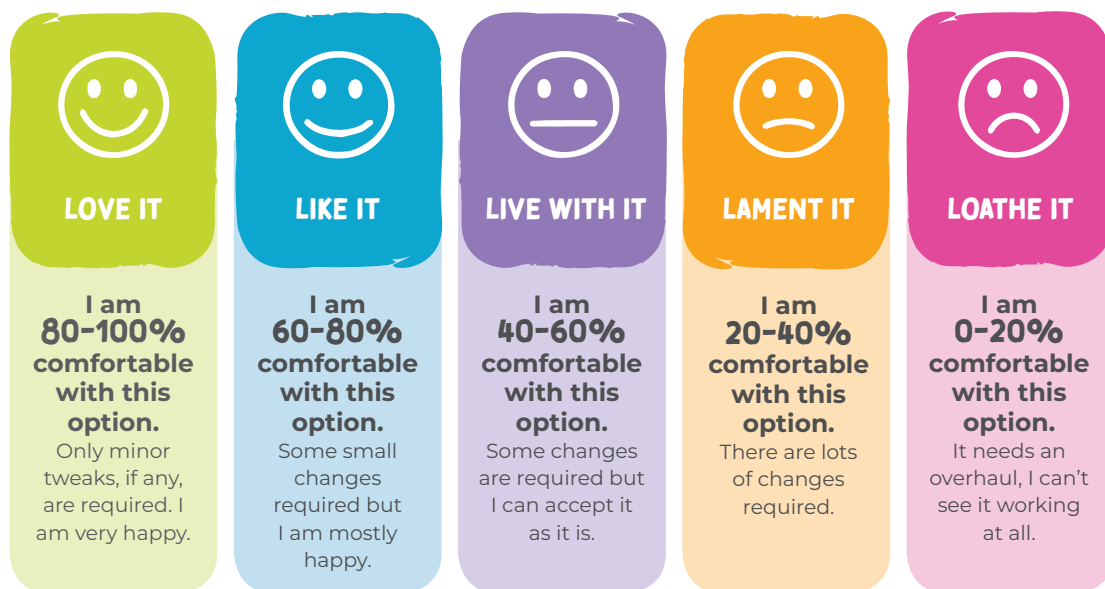
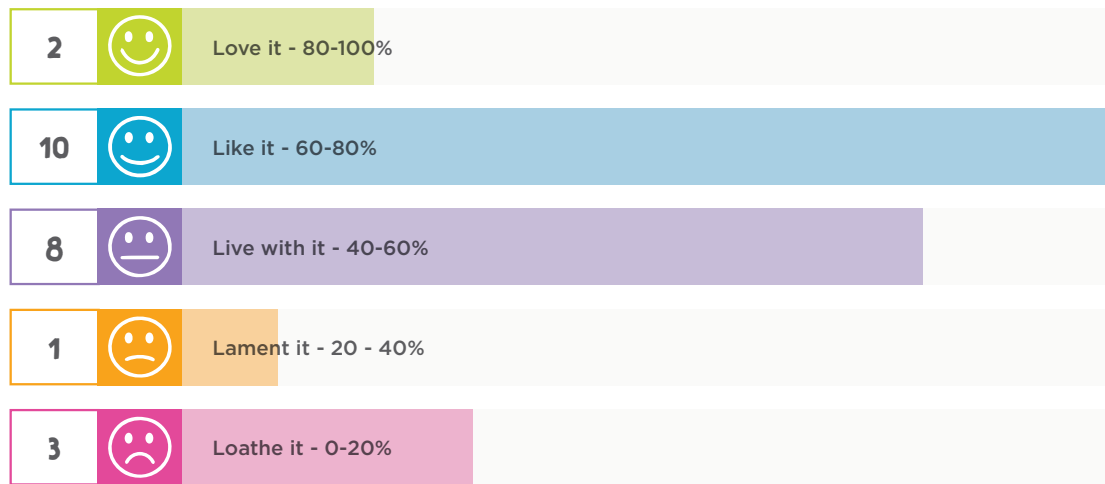


Figure 1: 'Levels of Comfort' rating scale

VISION 1

THE BALLARAT COMMUNITY IS INSPIRED TO PROTECT, RESTORE, AND ENHANCE ITS NATURAL ENVIRONMENT.



What would need to change to make you more comfortable or less confused?

And respect their rights of nature.

People know what natural environment is (education of country)

Yes - define natural environment

Action statement to drive decisions

Need defined action

How?

More aspirational

Needs more

Agree but more on the how

It could be if the whole Ballarat community is inspired

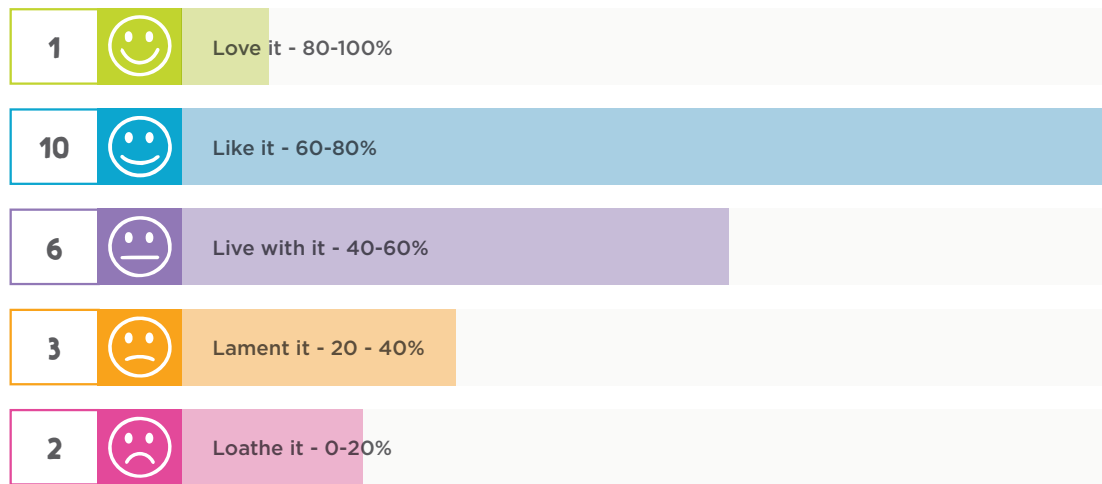
"is inspired to" and is willing and enthusiastic in its work to enhance etc??

Native

Knowing its worth and significance.

VISION 2

NATURE FLOURISHES IN A CITY WHERE PEOPLE HAVE NATURE AT HEART.



What would need to change to make you more comfortable or less confused?

Simplify

Not sure how it happens

We need a lot of people to have nature at heart

Add - where everyone makes space for flora and fauna and supports the rights of nature

Needs more explanation - agree it doesn't say a lot, but I love "nature at heart"

No statement of "how"- educate community and City of Ballarat

What if people don't have nature at heart?

Is there a gap between biodiversity and nature appreciation?

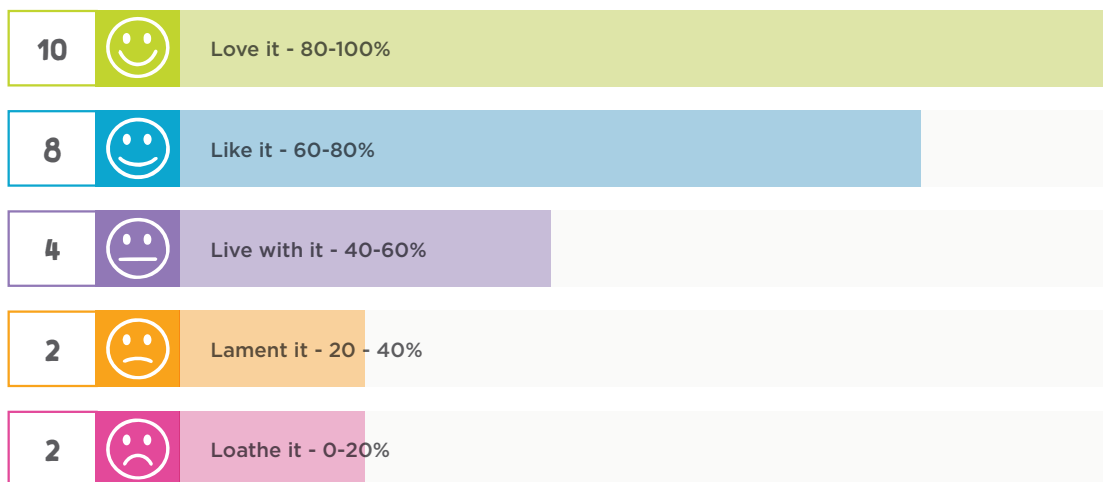
Yes, but needs leadership to lead to action

Needs more depth

VISION 3

THAT THE CITY OF BALLARAT VISION INVOLVES THE COMMUNITY IN VALUING THE NATURAL/ENVIRONMENT BY:

- **PROTECTING AND RESTORING THE DIVERSE NATURAL VALUES ON PUBLIC AND PRIVATE LAND**
- **INVOLVING THE COMMUNITY IN PROACTIVE, INNOVATIVE POLICIES, PRACTICES, AND PROGRAMS**



What would need to change to make you more comfortable or less confused?

Make it more simply to follow as a rule

A lot to remember!

Continuity of intent

Rights of nature

Every species can flourish, on every property

Natural flora and fauna

Simplify

The word 'value' has 2 different meanings here, it is somewhat wordy. Can you actually protect and restore a natural value?

Council implements the actions

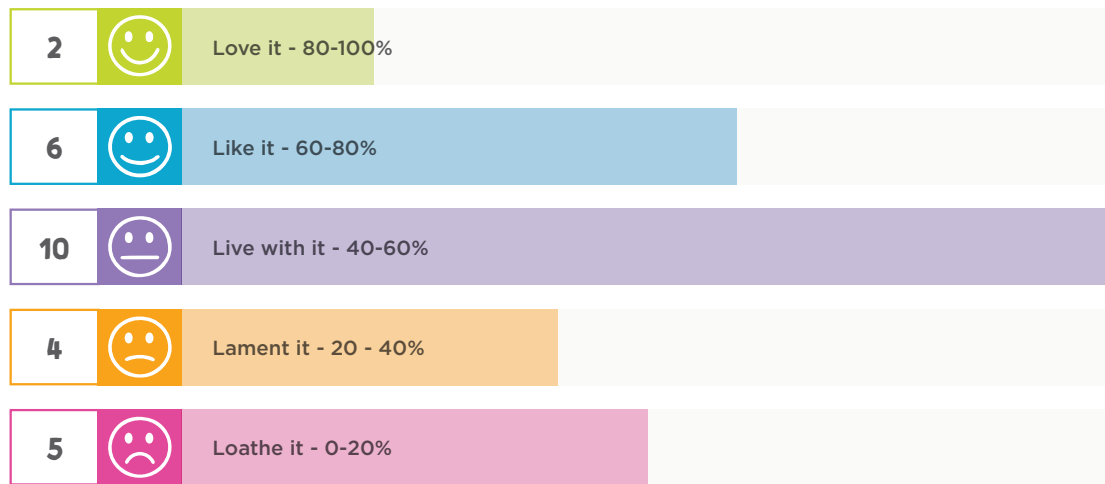
Capture it in a shorter sentence

I like that it gives some direction

These are more like strategic objectives than a vision. What is the result? What does the future look like?

VISION 4

HUMANS ARE EMBEDDED IN THE WEB OF NATURE AND SERVE IT TO ENSURE CONTINUITY AND EVOLUTION OF ABUNDANT LIFE.



What would need to change to make you more comfortable or less confused?

Some humans? Serve the rest

Nature first

(life) by respecting the rights of nature

This sentiment is the opposite of what vast majority of society thinks at present. Really difficult to achieve (loathe)

Need outcomes

More a statement than a vision?
Reward?

It's about the environment not humans

Clarify the vision

More specific to location

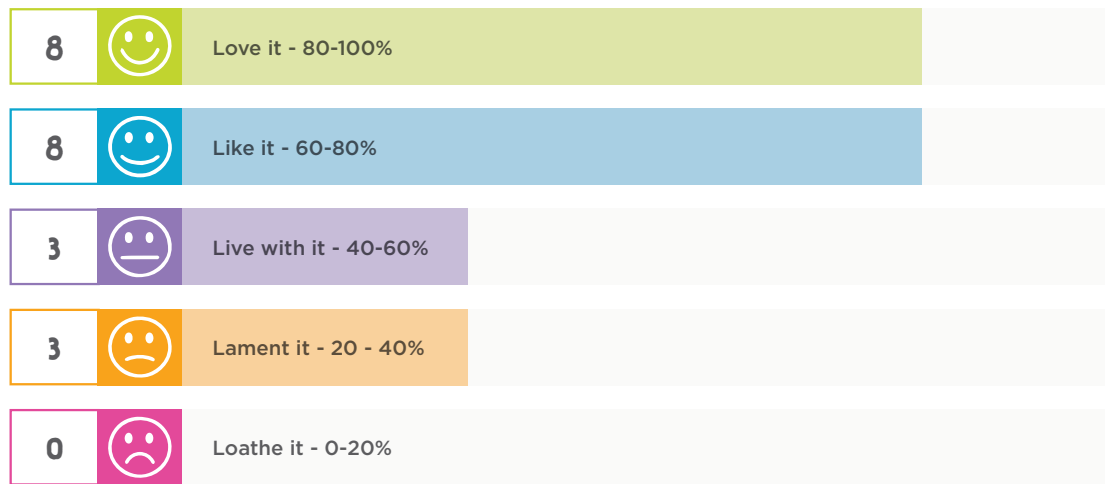
Humans have to become active in the process - yes, they "serve" it

Like to ensure the continuity and evolution of abundant life. Humans already are embedded - we just dominate with disregard to other species

It speaks to the attitude that could drive humans to understand their biology in nature dependence on nature and responsibilities to nature

VISION 5

NATURE COMES FIRST!



What would need to change to make you more comfortable or less confused?

Needs a bit more to inspire

It's a good principle, it's not inspiring and doesn't give people a vision

Sentiment is great, needs more words to explain

Unlikely unfortunately

I like it, but am not confident it's true

Every? Differ to statement

Too general

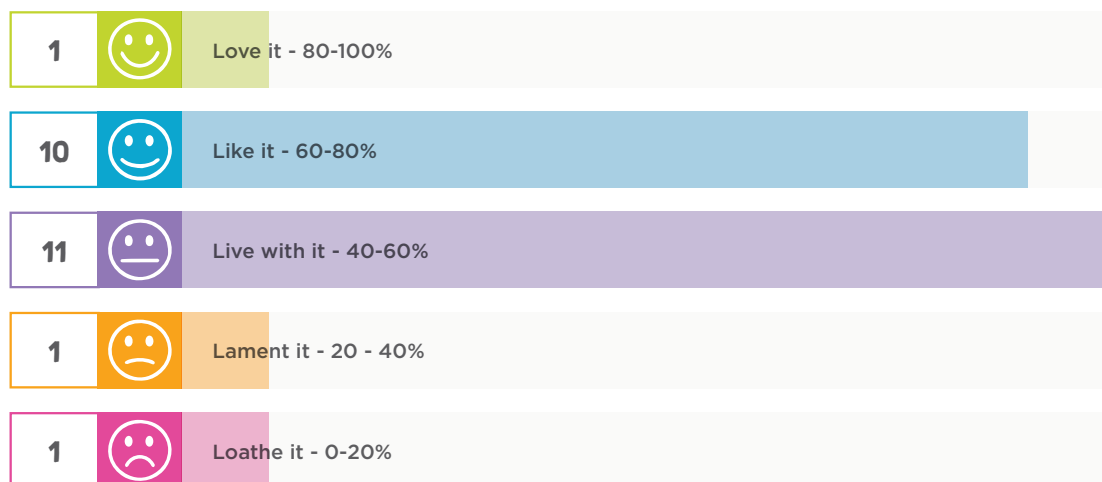
And how?

How?

To glib- "finish when decisions are made?", "when it comes to the crunch"

VISION 6

WE WORK TOGETHER IN URGENCY TO ENHANCE THE RIGHTS OF NATURE. THIS INVOLVES THE INTEGRATION OF THE HUMAN POPULATION WITH OTHER SPECIES AND THE PHYSICAL ENVIRONMENT.



What would need to change to make you more comfortable or less confused?

Outcomes, incentives, bit wordy, clarify a bit

Listen to nature. Like "urgency" not sure about "rights" Integrate rights into 2nd sentence

Every property? to biodiversity (last sentence) "to enhance nature's health and thriving, know if we rely on its bounty

Like use of word "urgency"

Action

Well? Statements

Nearly "love it" I think as a vision writing it in present tense/more active "we are working together... integrating human beings with other species"

Make simple to follow

The visions were not reduced any further in the workshop, they were to be shared with the workshop participants on Thursday 18 August and with the Council to be finalised.

PRIORITY AREAS

WHAT ARE THE PRIORITIES THAT WILL HELP US DELIVER ON THE VISIONS?

DESCRIBE THE PRIORITY	WHY IS IT IMPORTANT?
Source previously developed, adopted plans and strategies and review e.g., LINCS strategy; stormwater management plan; regain conservation strategy.	Don't have to reinvent the wheel.
Council demonstrating its legislative commitment to biodiversity protection and proactive management.	Demonstrates its commitment to the community regarding care of the natural environment.
Integrated policy framework.	Different institutions and levels of government work to different outcomes. Poor biodiversity outcomes. Public stay away. Public environment groups sabotaged. S.M.A.R.T. specific, measurable, achievable, realistic, timely.
Building requirements for environmental enhancements or retention into planning permits. Actual assessing of biodiversity importance and regeneration in planning decisions so it can be enforceable.	Private land makes up a huge amount of land mass and habitat. Strict parameters need to be in place to make sure biodiversity protection is considered and enforced.
Protecting existing habitats and their linkages now.	Species are heading towards extinction e.g., koalas in Ballarat. We have a small window of opportunity to save the small population that is left. Education/community awareness grows. Highlighting the plight of key stone species is a great way of developing community concern. Our habitats are unique.
Regenerating degraded landscapes. Tree planting of indigenous natives not English treas. Climate comparable.	Corridors for wildlife are broken, wildlife are forced onto roads and into dangerous places. Making sure waterways and wetlands are valued and maintained to enrich areas. Natives support the fauna that is here.
Make initiatives local - community involvement and ownership. Describe what's been done; SMART approach.	Strength of community ownership and motivation developed. Show good examples. Data base to get things done.
Environmentally sustainable development principles.	So, all development requires a minimum environmental standard e.g., maximum of 60% block for house, add tree growth, guards etc.

... continued overleaf

DESCRIBE THE PRIORITY	WHY IS IT IMPORTANT?
Water - waterways as habitat wetlands and floodplains. A) quality b) quantity (volume).	Support a greater diversity than terrestrial areas. Scarce resource. Global warming - contested use. Less available. Multiple/ competing uses. Fresh water systems more threatened than any other (species decline).
Stronger protection for reducing existing natural vegetation (policies and enforcement) with specific focus on both large developments and smaller developments. With all policy levels and agencies working together.	Preserve habitat for sustaining biodiversity. Old trees are more valuable for biodiversity. Homes for wildlife. Contributes to balancing effects on global warming.
Natural habitat. Restoration, creation and preservation of habitat to support wildlife and nurture biodiversity.	Wildlife is supported. Creates a healthy integrated environment for both plants and wildlife. Overcome net loss of active vegetation.
Regulation on domestic animals to reduce their negative effects on biodiversity.	To reduce destruction of wildlife, hence species loss. Reduction in any species has a flow on effect. Reduce transmissible disease.
Identification and restoration of little creeks.	Restoration of creek/riparian zone cools the creek, encourages wildlife, contributes significantly to climate action. 100km of little creeks in Ballarat would have significant impact. Update planning scheme to reflect current situation/needs.
Smart technology for energy.	Energy saving has a knock-on effect to climate and biodiversity e.g., reduce energy use for lighting helping wildlife.
Leadership and cultural change. Shift from a culture where nature is negotiable. Links with priority and nature comes first. Nature is not negotiable. Awareness/mindset/values (education).	Growth mindset dominates. Population growth increases pressure on our already vulnerable ecosystems and species. Population growth and economic growth. Houses/development is prioritised over nature (wildlife, biodiversity). Dominant culture needs to value nature.
Starting with a core of good/intact native (biodiversity) then extend out. Protect what we already have. Rehabilitation/restoration. Integrate the biodiversity policy and the housing policy.	Helps maintain current biodiversity so we don't lose what we already have. Restores habitat for wildlife. Set boundaries - can't have limitless development. Preserve habitat along corridors of existing habitat. Because housing developments cause so much loss of biodiversity.
Nature comes first. Nature is non-negotiable.	This is a prime principle. Nature does not decline. So, nature is healthy, ecosystems thrive, and species are secure (not threatened). Survival of the planet (big picture aim). If people want to survive and thrive, we need the environment to be healthy and secure. What threatens nature threatens humans. "What we do to the web we do to ourselves".

ROLES MOVING FORWARD

In the final few minutes of the workshop, participants were asked to think about the various roles for Ballarat City Council, the Community, and Other Government agencies. They captured their individual thoughts and added it to the posters.

WHAT ROLES DO YOU SEE THESE PEOPLE PLAY TO ENABLE THE POLICY MOVING FORWARD?



COUNCIL

Respond to community.

Facilitate community understanding.

Legislation enforcement of support for participating groups.

Leadership and vision.

Support community projects and groups.

Build a comprehensive biodiversity plan with outcomes.

Plan so that biodiversity is maximised, and people have access to it.

Local government enact guidelines.

Listen to the community.

Identifying and resourcing local priority projects.



COMMUNITY

Coordinate a message to address environmental needs. Hold government to account.

Community leadership, we can't leave it all to government.

Help by being involved in environmental work.

Conduct life so as to reduce negative impacts.

Involved in projects.

Education roles in all forms in every opportunity.

Diplomacy achieves more than outrage.

Educate community on the value of biodiversity.

Cleaning house, who's doing what so we can add to not reinvent the wheel.



GOVERNMENT

Ensure legislation is fit for purpose.

Direction through legislation e.g., Environmental Protection and Biodiversity Conservation Act.

Interpret international obligations.

Resource priority actions.

Enact protection at national and state level and be accountable and transparent.

Bring council CFA and DELWP on interchanging regulations to protect habitat.

Legislative support.

Provide funding.

Political leadership, listening to the science and community.

... continued overleaf

COUNCIL**...CONTINUED**

Polices, legislation, regulations, party polices, party promises, funding, mentoring, review.

Council requires much greater engagement of developers in environmental amelioration.

Lobby state government for change/improvement to planning and other polices.

Listen, connect, enact, regulate.

To work with their communities and adjoining LGs to enact collaborative planning processes to protect and improve remaining habitat and its linkages.

Lead by example.

Regulate illegal destruction of vegetation, set guidelines, policies, schedules, and plans, and follow them.

Implement biodiversity protection and creating habitat actions.

Provide funding.

Be committed to nature, have policies that business can't undermine. Our planet not their profit.

Set key priorities that aim to protect and service the interests of flora and fauna.

Legislative support.

Council must be accountable. It must consistently enforce the biodiversity regulations. Council employees must be fully conversant with all regulations and have defined processes which are not open to any misinterpretation.

COMMUNITY**...CONTINUED**

Volunteers labour on local projects.

Collaborating with government and widely to achieve necessary outcomes - biodiversity protection and restoration.

Keeping up Community dialogue and awareness.

Championing nature.

Holding government to account.

Participate, investigate, conserve, and appreciate nature.

Everyone doing their bit.

Lots of education.

Have an interest in it, don't leave it for someone else "I thought someone else would to it said 3 million people".

Demand change.

Provide input, energy, hold council and government to account for outcomes.

Community is often a great source of information, intelligence, and other assistance.

Council and community must work together.

Be involved, support wildlife and nature restoration through day to day purchasing choices.

Keep up the pressure for change.

GOVERNMENT**...CONTINUED**

Listen to the science and the community.

Transparency. Equally apply rules.

Leadership, inspiration, legislation, support for the environment groups.

Policies, legislation, regulations, party policies, party promises, funding, monitoring, review.

Create overall policies and support.

DELWP to resume on ground works.

Fund nature sufficient to need. Vic govt 2014-2022, Infrastructure, 80 billion, nature 2.2 billion.

Integrated policy management. CFA destroying vegetation as is DELWP with Fire.

Leadership.

Laws - provide the framework. Sort through the policies and legislate to get to that position.

Listen, consult, legislate, regulate.

Mobilise action to reach national and international biodiversity targets.

Funding.

Make clear legislation that promotes revegetation and wildlife not business profits.

Clarify relevant roles of federal and state governments.

... continued overleaf

COUNCIL**...CONTINUED**

Acting on community priorities for nature (includes guidelines for redevelopment).

Integrated environment management including roads.

Enablers and action driver to achieve outcomes.

Advocacy roles, lead change.

Create a legislative connection and listen to the community..

Allowing homeowners to plant their verges.

Financial support for biodiversity projects e.g., bird and bat boxes.

List of good restoration sites; wetlands; bushland (demonstration) etc.

Policy, strategy, action plans and resources = staff budgets etc to achieve outcomes.

Lead the populace fairly, without bias as far as possible, realising the big picture of nature preservation.

Community leadership. Collaborating with community to achieve necessary outcomes - biodiversity, protection, and restoration.

Regulates and sorts out the issues and conflicts at a local level.

Work with everyone to achieve better protection, sustainable development, and community education.

COMMUNITY**...CONTINUED**

To provide advice, evidence and support to LGs to enable them to put in place appropriate policies and laws which will be effective, measurable and reportable.

Participate to support biodiversity on own property.

Engage, observe, propose.

Be proactive as well as reactive.

Research and agitation to keep the people honest.

Think globally act locally respond personally.

Get involved with decision making that enhances and protects the natural environment.

Community facilitates local engagement.

Learn, listen, tread softly and wisely. Appreciate our natural environment. Spread the word about rights of nature.

GOVERNMENT**...CONTINUED**

Set biodiversity laws and goals that local government must adhere to.

Enforcement. Make sure rules of protection are followed. Penalties that make developers stop and care.

Promote and educate community on importance of biodiversity and why and how it benefits everyone. Government must help local council implement the policies.

Victoria government - change planning act to stop development and buying up cheap land - farming which is then destroyed.

Co-housing on permaculture principles and "O" eco foot[print].

To set the scene, identifying issues and opportunities and to enact laws/requirements to protect biodiversity

WORKSHOP 2

OVERVIEW

The second workshop was held on Thursday 18 August 2022, 6.00 – 8.30pm at was held online using Zoom and the online collaboration tool, GroupMap. There were twelve community members participating at the start, supported by three Ballarat City Council staff:

- ♦ Les Stokes, Executive Manager Waste and Environment
- ♦ Fiona Stevenson, Coordinator Sustainable Environment
- ♦ Heath Steward, Senior Sustainable Policy and ESD Officer

WORKSHOP AGENDA

TIME	DETAILS
5.50PM	Audio and video tech check
6.00PM	<p>Welcome & setting the scene: Welcome, introductions and connecting with each other. We will also hear more about the Biodiversity Policy and how it will support the Community Vision and Council Plan</p> <p>Our knowledge and experiences Drawing on the knowledge and experiences from our community, we will explore ideas and aspirations for the Biodiversity Policy.</p> <p>Visioning for a biodiverse future We will share the visioning ideas from workshop 1 to start your thinking and build on them using your ideas and aspirations. What bold vision do you have for a biodiverse future for Ballarat?</p>
7.30PM	10-minute stretch break
	<p>Building on our vision We will continue to work on our visions and explore focus areas for the Biodiversity Policy.</p> <p>Taking the Biodiversity Policy forward Let's explore the opportunities to continue this work on the Biodiversity Policy and build connections.</p>
8.20PM	Next steps and final reflections
8.30PM	Workshop Close



WORKSHOP RESULTS

Participants were welcomed to the workshop and provided an introduction to the purpose and agenda for this evening and were then asked to spend some time writing about their hopes for the workshop.

After writing their hopes, Les Stokes provided further context to the importance of the Biodiversity Policy and the opportunity for community to participate in developing the vision and core priorities.

OUR HOPES



KNOWLEDGE AND EXPERIENCE

There was a lot of knowledge and experience from people within the community that want to support the biodiversity work of the region. Council wanted to understand and also acknowledge this knowledge and experience as key contributors in the Biodiversity Policy. The participants went into small groups of three or four and were asked to come up with four points that reflect the collective knowledge and experience of the group.

30+ years working in Natural Resource fields and fisheries.	Knowledge of risk of "loss" between the aspiration and reality. Knowledge of how to work around the barriers.	Professional experience - ecosystem and conservation for example.
A combination of local knowledge, practical implementation.	Knowledge/experience at local volunteer level, Council and planning level, and state/federal policy level.	Shared sense of urgency! Loss will happen while we're talking...
A more living document rather than bland vision statement that sits on a shelf.	Landcare Groups.	Skills in bringing people in across the community who may not want to volunteer.
Awareness of the need to protect what we have!	Local knowledge - experience with volunteers.	State planning and native veg regulations and how this influences vegetation management, urban development.
Bring in voices.	Local, state and federal systems need to be aligned to facilitate the large scale change we need.	State Government employees - knowledge of processes and limitations of policy making.
Bushfire community engagement.	More knowledge sharing and community discussion needed.	We have been involved in processes similar to this before. We need community ownership and by-in to the policy.
Community development, particularly place based and place making skills.	Non - Ballarat experience (overseas and Melb) - Agriculture experience - role of Council and community. Work with volunteers. Tree selection. Working with City of Ballarat - challenges - personal relationships.	Wide reaching networks.
Environmental Education - Wildlife Trust - Management - Onsite teaching experience - Conservation - Ecology.	Personal experience through gardening, volunteering etc.	
Experience improving biodiversity on crown land.	Personal interest and active in community groups.	
Finding funding for volunteer work is difficult at times, need more support from government.	PhD, uni degrees. Also, on ground experience professionally in specific areas of the city.	
Indigenous plant propagation.		
Knowledge of governance and strategy.		

WRITING A VISION FOR THE BIODIVERSITY POLICY

Following a discussion on the knowledge and experience, the workshop participants took part in a process called Think, Pair, Share to support the development of a vision for the Biodiversity Policy.

THINK

Individually participants had some time to think of five words that inspire the vision.

PAIR

They went into pairs or threes to share their chosen words and to come up with a combined set of five words.

SHARE

The pairs or threes, joined into small groups of four or five people and they were given 25 minutes to write their vision for the Biodiversity Policy.

Once the groups had completed their visions, they were introduced to the 'Levels of Comfort' feedback process (Figure 1, page 8) and asked to complete the rating scale of 'Love it to Loathe it' and what would make them feel more comfortable and less confused for each draft vision prepared.

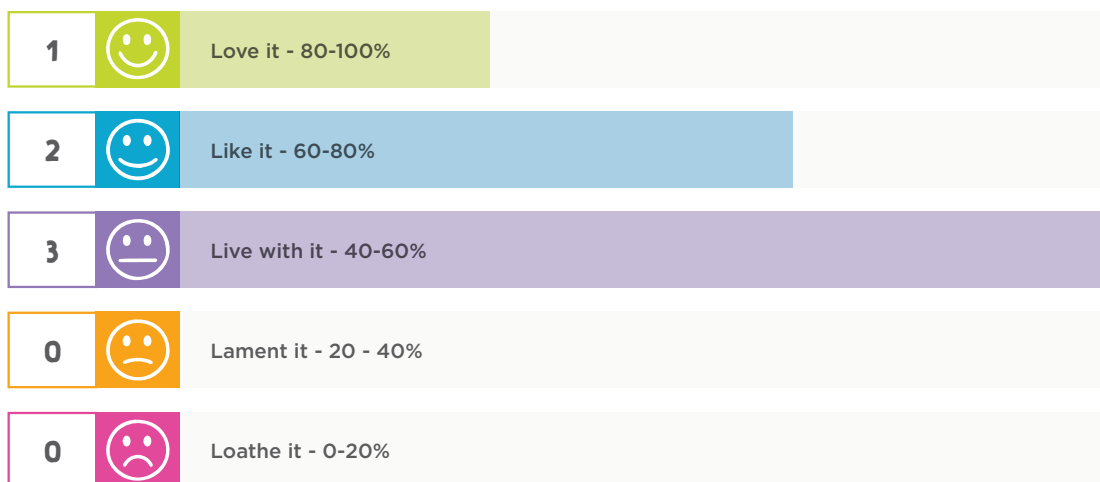
VISION WORDS

- | | | |
|----------------------|---------------|---------------------|
| ♦ Action-oriented | ♦ Connections | ♦ Native to place |
| ♦ Ambitious | ♦ Empowering | ♦ Natural resources |
| ♦ Ambitious | ♦ Enforce | ♦ Protect |
| ♦ Brief | ♦ Enhance | ♦ Protection |
| ♦ Care | ♦ Enhancement | ♦ Resilient |
| ♦ Celebratory | ♦ Fauna | ♦ Restore |
| ♦ Character | ♦ Flora | ♦ Support |
| ♦ Climate | ♦ Genuine | ♦ Tapestry |
| ♦ Climate resilience | ♦ Healthy | ♦ Value |
| ♦ Community | ♦ Inclusive | ♦ Urgency |
| ♦ Community | ♦ Motivate | |

OUR DRAFT VISIONS

VISION 1

BALLARAT INSPIRES TO PROTECT, RESTORE, AND ENHANCE THE NATURAL ENVIRONMENT



What, if anything, would make you more comfortable?

Maybe make punchier.

Could be a stronger statement.

Nothing to change.

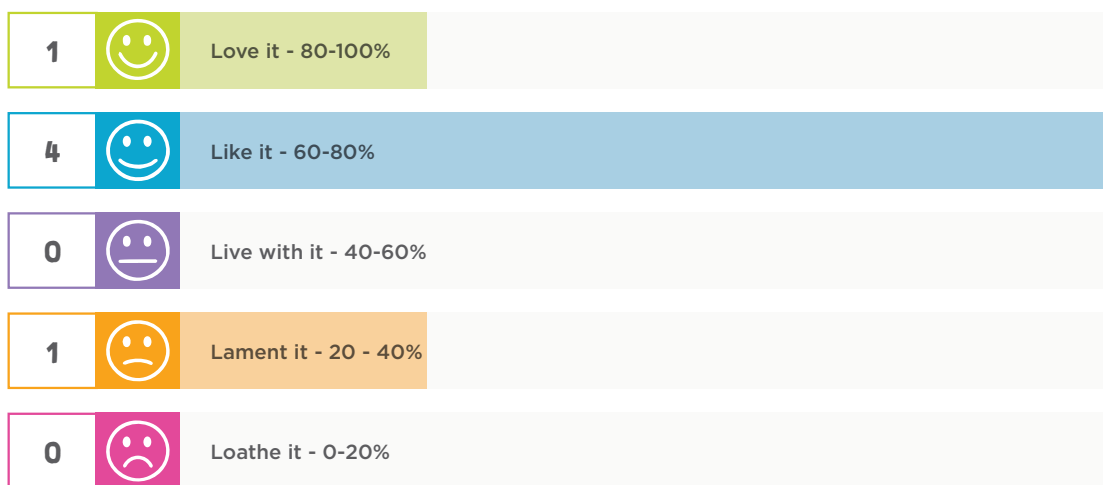
Nice and short but it's so short it's a bit hard to understand. Just needs something more in the first few words... "Ballarat inspires" is pretty vague.

Needs some clarity around what/who "Ballarat" is - seems there's something missing? Something about the community is inspired?

Inspires is so wishy washy. Could drive a truck through that loophole.

VISION 2

THE NATURAL ENVIRONMENT IS GENUINELY PROTECTED AND RESTORED. HUMANS AND NATURE ARE CONNECTED TO SUSTAIN (THEIR) HEALTH AND RESILIENCE, NOW, AND INTO THE FUTURE.



What, if anything, would make you more comfortable?

Nothing to change.

Remove the word '(their)'.

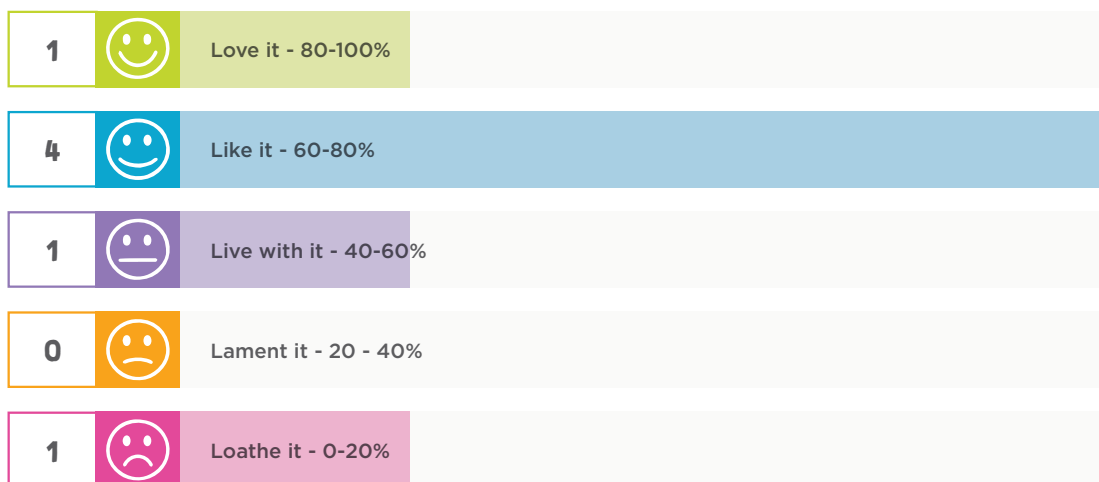
No vote because I was in this group. Need more time to refine it – (I helped conceive of this one, so acknowledge bias...!)

Too long - don't need the words after resilience.

'Their' in brackets seems to more imply the humans than nature as predominate beneficiary.

VISION 3

OUR COMMUNITY VALUES BALLARAT'S NATURAL ASSETS AND ACTIVELY WORKS WITH URGENCY TO PROTECT AND ENHANCE OUR ENVIRONMENT.



What, if anything, would make you more comfortable?

I'm not sure about the word community because it's everyone, community, corporations, bureaucrats.

Not sure about the 'urgency' - doesn't "inspire" me, rather, I feel pressured and worried. I understand the rationale... but is this what we want to see in the policy, to inspire the next generation? Not sure.

Nothing to change.

Good first phrase but doesn't capture interdependency and responsibility.

I love its conciseness, and I love the use of the word "urgency". That's a very important concept, as is the need to "hold the line". Traditionally this is where we fail; we have great strategy, but our planning scheme and its enforcement don't back it.

Assets is such a capitalist framing.

ROLES MOVING FORWARD

In the final few minutes of the workshop, participants were asked to think about the various roles for Ballarat City Council, the Community, and Other Government agencies. They captured their individual thoughts on the GroupMap, which was left open after the workshop for the group to complete..

WHAT ROLES DO YOU SEE THESE PEOPLE PLAY TO ENABLE THE POLICY MOVING FORWARD?



COUNCIL

Supporting community volunteer groups, great opportunities for council.

The most critical role: the Planning Authority.

Tourism to promote/raise awareness of the natural environment - i.e. nature / enviro art festival?



COMMUNITY

Businesses getting involved

Community getting engaged

Innovative enterprises working in hand with community and Council.

Using a collaborative approach across all three areas outlined here - bringing together the green, purple and teal!



GOVERNMENT

CCMA - looking at subdivision applications at the planning and approval stage

CCMA, GHCM, NCCMA: critical for waterway corridors, of course.

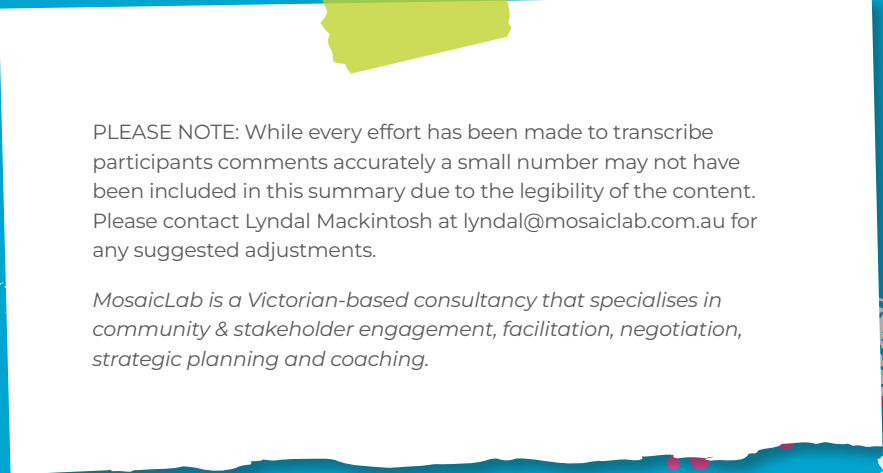
CHW

Dept Health /community health: nature-human wellbeing is a no brainer

DELWP

Parks Victoria - local area and volunteering branch

Regional Roads Vic?



PLEASE NOTE: While every effort has been made to transcribe participants comments accurately a small number may not have been included in this summary due to the legibility of the content. Please contact Lyndal Mackintosh at lyndal@mosaiclab.com.au for any suggested adjustments.

MosaicLab is a Victorian-based consultancy that specialises in community & stakeholder engagement, facilitation, negotiation, strategic planning and coaching.



REPORT PREPARED BY:
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8.3. CREATIVE CITY STRATEGY ANNUAL REPORT CARD

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Tara Poole - Coordinator Creative Cities

PURPOSE

1. To provide Council with the annual Creative City Strategy Report Card for 2021/22, outlining the progress made toward completing tasks allocated for this period.
2. As illustrated by the Report Card, implementation of the Strategy has provided invaluable insights into the health and status of Ballarat's creative sector, as well as delivering significant outcomes for our creative practitioners and their audiences.

BACKGROUND

Creative City Strategy

3. In 2019 the City of Ballarat resolved to adopt the Creative City Strategy which sought to make Ballarat the city that nurtures the creative spark, builds sustainability within the creative industries, and actively grows the creative economy and practitioner. The award-winning Creative City Strategy (winner of Best Planning Ideas - Large Project – Planning Institute Australia 2020 and Economic Development Strategic Thinking – Economic Development Australia, 2019) is an innovative strategy identifying cross-Council obligations and encouraging community, business and the wider creative sector to also participate.
4. The 2019 Strategy identified a collection of ambitious targets, from growing jobs in the sector, to increasing foot traffic in the CBD, to supporting the marketing of Ballarat. Those targets became the focus of comprehensive implementation plans, with the intention of publicly reporting on the outcomes on a yearly basis.
5. Furthermore, the Strategy clearly indicates the economic value of the creative sector for the Ballarat economy;
 - a. Arts and culture is the fastest growing sector of the Ballarat economy – from 1.6% of total Ballarat jobs in 2016 to 2.4% today.
 - b. The total number of arts and culture jobs in Ballarat has increased from 1,194 in 2016 to 1,989 in 2021,
 - c. 35% of visitors to Ballarat invested in cultural experiences including art, culture, heritage and indigenous activities. This equated to a sum of \$92million investment into the cultural economy.

What is the Creative City Strategy Report Card?

6. The 2021/22 Creative City Strategy Report Card is the second annual report card on the application of the Strategy. The first report outlined the data gathering and benchmark work completed by Officers, which now allows this Report Card to measurably report against the Strategy targets. With more than two years of data the City of Ballarat is now better placed to evaluate the impacts of the Creative City Strategy and assess the pathways and programs which have been applied. This will continue to improve over time.
7. The Creative City Report Card meets our commitments of the current Council Plan 2021-2025, Goal 5 – a strong and innovative economy and city. It documents our achievements against our strategic objectives to facilitate the growth of the creative sector and actively promote Ballarat as a Creative City.



The 2021/22 Report Card - How did we do?

8. There are seven bold targets originally set by the Creative City Strategy. The Creative City team has established benchmarks and reporting frameworks to ensure we track their outcomes year on year.
9. Delivery of the Creative City Strategy requires a cross-organisational focus and in order to support achieving these targets, comprehensive implementation plans are applied by a variety of Council business units. .

Goals:	Target:	Outcomes:		
Goal 1: Ballarat is a creative city with entire community participation	More than 50% of Ballarat households will actively take part in one nominated cultural/creative program each year by 2030. Indigenous programming evident in 30% of the City's creative and cultural events by 2030	53% of Ballarat households took part in cultural/creative programs in 2021/22.	Creative practitioners featured in 93 City of Ballarat produced events.	PRIORITY ACTION - Indigenous programming featured in 23% of City of Ballarat events.

Goal 2: Ballarat is a city where artists and creatives can sustain professional careers and prosper	Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030	1,348 practitioners identified in Ballarat and surrounding regions. The number of professional employed artists and allied creatives increased by a factor of 1.2 in 2021/22	Benchmark established. 63% of creative practitioners rely upon multiple strands of income to support their practice.	Benchmark established. 29 different creative sectors represented within the Ballarat region with 87 different industry services provided by creative practitioners and businesses.
Goal 3: Ballarat has a strong domestic audience and consumer market for local creative product	Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030	Benchmark established. Over 125,000 people attended Council operated venues in 2021/22. Attendance at all locations affected by COVID.	Craft Lab event doubles attendance over four days from 2,000 in 2021 to 4,500 visitors in 2022.	
Goal 4: Ballarat's cultural economy and market is continually growing	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030	Benchmark established. 27% of overnight visitors to Ballarat were cultural visitors who took part in arts, culture, indigenous, heritage activities. More than 380,000 nights were measured for cultural tourism.	Benchmark established. 35% of visitors to Ballarat invested in cultural experiences including art, culture, heritage and indigenous activities. This equated to a sum of \$92million investment into the cultural economy.	Heritage Festival 2021 wins gold at the Australian Tourism and Events Awards.
Goal 5: Ballarat is a city with strong representation of a variety of creative industries	Achieve 3,000 jobs in Creative Industries by 2030	Ballarat creative industries deliver an income of \$70.299 million, an increase of 105% since 2016. By comparison, the overall Ballarat economy has increased by 38% in that same time	33 direct creative gigs, jobs and opportunities channeled through City of Ballarat to creative practitioners to the value of \$1mil. 30% increase on 2020.	Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term.
Goal 6: Ballarat is a city where strong creative capabilities are used throughout industry and the community	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030	PRIORITY ACTION - STEAM qualified professionals currently make up 14% of the workforce compared with 20% for Greater Melbourne. New data expected in late 2022.	Tailored business development and advice delivered by expert agencies to 24 different creative practitioners across visual arts, craft and music	11 different training courses provided by the Creative City team, ranging from tax advice and business management through to information on NFTs

Goal 7: Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story	Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030	PRIORITY ACTION - Foot traffic reporting established through Place intelligence. Benchmarked 31+ minute dwell time hotspots identified at Art Gallery of Ballarat, the Regent, Armstrong Street North, Her Majesty's Theatre and Federation University Camp Street precinct.	Creative City Masterplan was applied to Bakery Hill and Bridge Mall redevelopment	City Design unit was formed and established the city's first Design Review Panel
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KEY MATTERS

Creative Sector Survey

10. In order to support the tracking and monitoring of action plans and assist reporting against targets, the Creative City team surveys the creative sector annually. In 2021 the following key issues were identified:

- **Not sustainable:** Less than 1 in 3 creative practitioners believed they have a sustainable creative practice, balancing their financial needs with time to produce creative works.
- **Young people at risk:** Confidence in the creative sector increased with age, with no one aged under 30 reporting confidence in the sustainability of their creative practice. Two thirds of those aged 15-30 are working and report that they are bringing in an income from other means, but they don't have enough opportunity to produce increased creative outputs.
- **Older men at an advantage:** Older men are three times more likely to make all their income from the creative sector than older women. Men become more confident in their creative work as they age.
- **Industries that succeed:** Photography, writing, architecture, education and design are the most likely to deliver full income streams
- **Ballarat's creative industries have longevity:** A significant proportion of Ballarat's creative industries have been operating for over 10 years.
- **Optimism:** There is a sense of optimism in the creative industries in Ballarat: Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term.

11. Officers are currently repeating the annual creative sector survey for 2022.

OFFICER RECOMMENDATION

12. That Council:

12.1 Receive the 2021/22 Creative City Strategy Report Card, which outlines the progress made toward completing tasks allocated for this period.

ATTACHMENTS

1. Governance Review **[8.3.1 - 2 pages]**
2. Creative City Report 21 22 **[8.3.2 - 32 pages]**

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The 2021/22 Creative City Report Card meets our obligations under the current Council Plan 2021-2025 Goal 5 – a strong and innovative economy and city. It documents our achievements against our strategic objectives to facilitate the growth of the creative sector and actively promote Ballarat as a Creative City.
2. The 2021/22 Creative City Report Card delivers against the Creative City Strategy obligation to report annually on impact.

COMMUNITY IMPACT

3. The 2021/22 Creative City Report Card delivers against community requests to track and impact of the implementation of the Strategy.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. Climate emergency and environmental sustainability actions are applied in some of the implementation action plans.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. The Creative City Strategy is focused on delivering economic sustainability for the creative sectors. Arts and culture is the fastest growing sector of the Ballarat economy – from 1.6% of total Ballarat jobs in 2016 to 2.4% today.

FINANCIAL IMPLICATIONS

6. There are no financial implications from the release of the 2021/22 Creative City Report Card.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk considerations in the release of the 2021/22 Creative City Report Card.

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. Community has been consulted on the development and implementation of the Creative City Strategy through website updates, networking meetings and regular newsletters. Artists and creative practitioners are also surveyed on an annual basis to gather information on the economic sustainability and health of the sector.

OFFICIAL

OFFICIAL

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

A photograph of a person's hands shaping a clay cup on a pottery wheel. The person is wearing a light-colored apron. The background is a workshop setting. Overlaid on the image are several colorful geometric shapes containing text: a yellow banner at the top with the word 'CREATIVE', a yellow banner on the right with the word 'CITY', a red banner on the left with the years '2021/2022', and a green banner at the bottom with the words 'REPORT CARD'. The background image is a photograph of a person's hands shaping a clay cup on a pottery wheel. The person is wearing a light-colored apron. The background is a workshop setting.

CREATIVE

CITY

2021/ 2022

REPORT CARD



FED UNI CERAMICS STUDIO, PIC BY © LACHLAND PHYLAND

ACKNOWLEDGEMENTS



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

Some of the images in this publication embody ritual knowledge of the Wadawurrung community. It was created with the consent of the custodians of the community.

Dealing with any part of the images for any purpose that has not been authorised by the custodians is a serious breach of the customary laws of the Wadawurrung community, and may breach the *Copyright Act 1968* (Cth). For enquiries regarding the permitted reproduction of these images, contact the artist identified in this publication.



Publication designed by Jess Kelly
from The Design Dept, Ballarat.



JENNA OLDAKER, WADAWURRUNG TRADITIONAL CUSTODIAN
AND ARTIST AT WORK. PIC BY © LACHLAN PHYLAND, 2022.



AERIAL ARTIST SURAYA LEWIS, PIC BY © LARRY VILA POUCA, 2022

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EXECUTIVE SUMMARY

In 2019 the City of Ballarat took a bold step and endorsed a Creative City Strategy which sought to make Ballarat the city that nurtures the creative spark, builds sustainability within the creative industries, and actively grows the creative economy. Then the pandemic hit, and the creative industries reverberated with the shock. Whole sectors went into hiatus – with theatre and performance, music and venues reeling from the impact.

But in 2021/22 the small shoots of rejuvenation started to appear. This report identifies that even facing such adversity the creative sector in Ballarat has a deep and abiding resilience. By the close of the 2021/22 Financial Year, it became clear that the micro-enterprise, the tiny business, the arts practitioner and the nimble creative organisation were the clear winners. The growth of the creative sector had far outstripped the growth of the wider Ballarat economy. New practitioners had surged into the city, part of the flight from metropolitan centres. Creative businesses were testing the boundaries and practitioners were taking different risks and exploring new works.

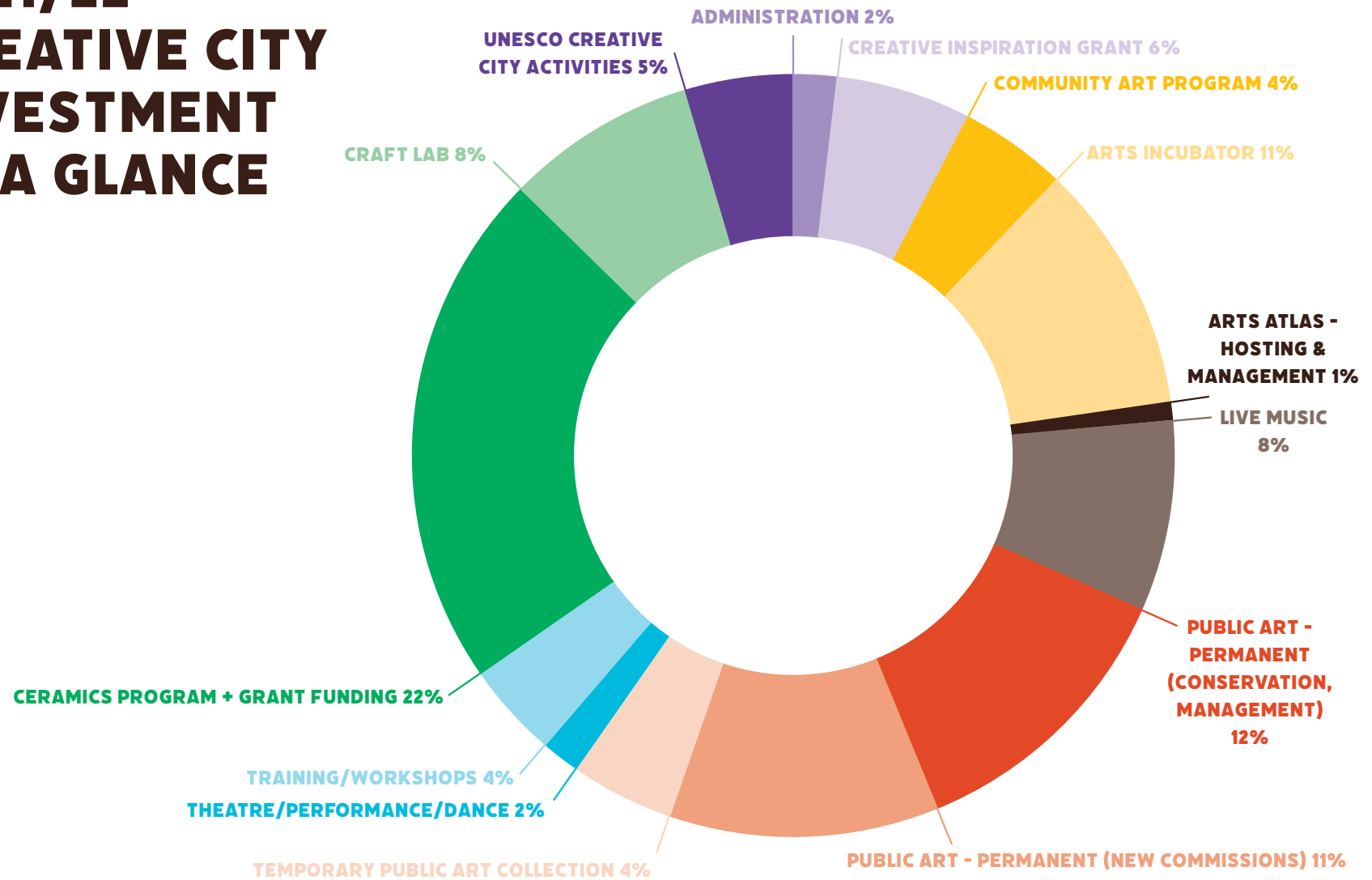
This, the second Report Card into the application of the Creative City Strategy, is a robust examination of the targets of the original Strategy and pointedly links the outcomes to the Council Plan 2021–2025. With more than two years of data the City of Ballarat is better placed to evaluate the impacts of the Creative City Strategy and assess the pathways and programs which have been applied.

The numbers are promising. We're moving in the right direction.
But there is much more to do.



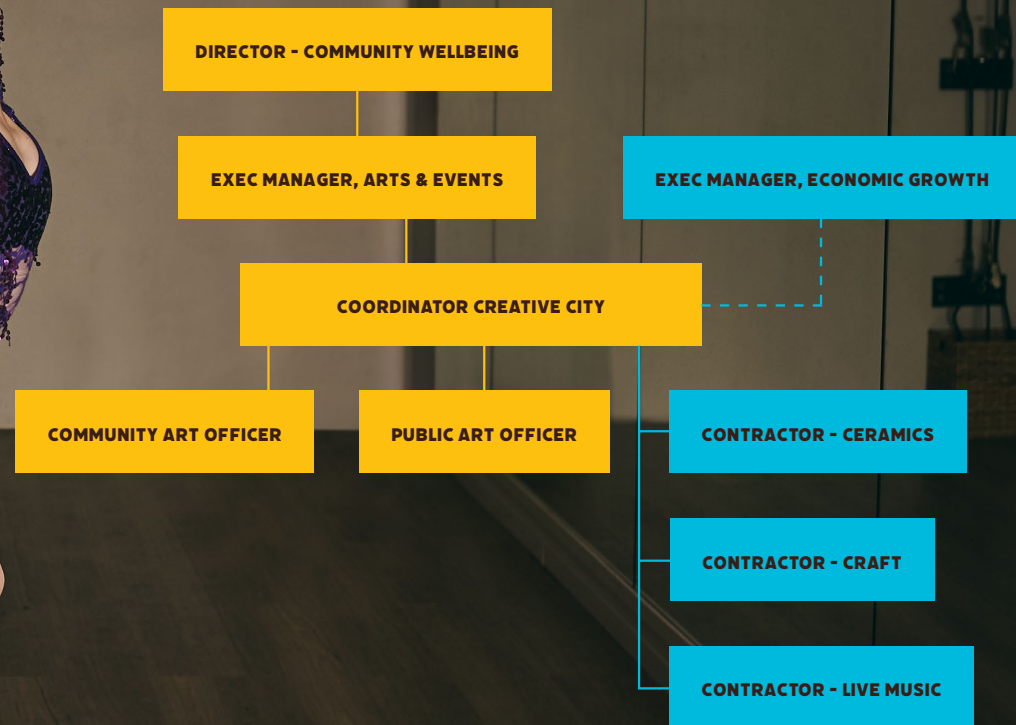
CRAFT LAB 22, PIC BY © TONY EVANS

2021/22 CREATIVE CITY INVESTMENT AT A GLANCE



BREAKDOWN INCLUDES ALLOCATED CITY OF BALLARAT BUDGET INVESTMENT AND GRANT MONIES

PEOPLE AND ORGANISATIONAL STRUCTURE



AERIAL ARTIST SURAYA LEWIS, PIC BY © LARRY VILA POUÇA, 2022

HOW HEALTHY IS BALLARAT'S CREATIVE SECTOR TODAY?

In the 2016 Australian Census just over 2000 people formally identified as a 'creative practitioner'. Since 2016 Ballarat has seen an exponential growth in the creative economy, far outstripping the rest of the Ballarat economy.

But the Census only tells a part of the story. We know that there are thousands more who consider themselves makers, artists, artisans or creatives - but don't ever mark it on a Census. Our job is to support all creative practitioners - professional or not.

The City of Ballarat currently hosts a dataset of 1300 creatives and makers in and around the immediate region. In July 2021 we commissioned research to create a baseline of the health and confidence of the sector - we call this the Ballarat Creative Sector Report. We measured income, capacity to produce work, and involvement.

Over 62% of Ballarat's creative sector rely upon multiple strands of income to support their practice.

The Ballarat creative sector's average total household income is less than \$100,000 per annum.

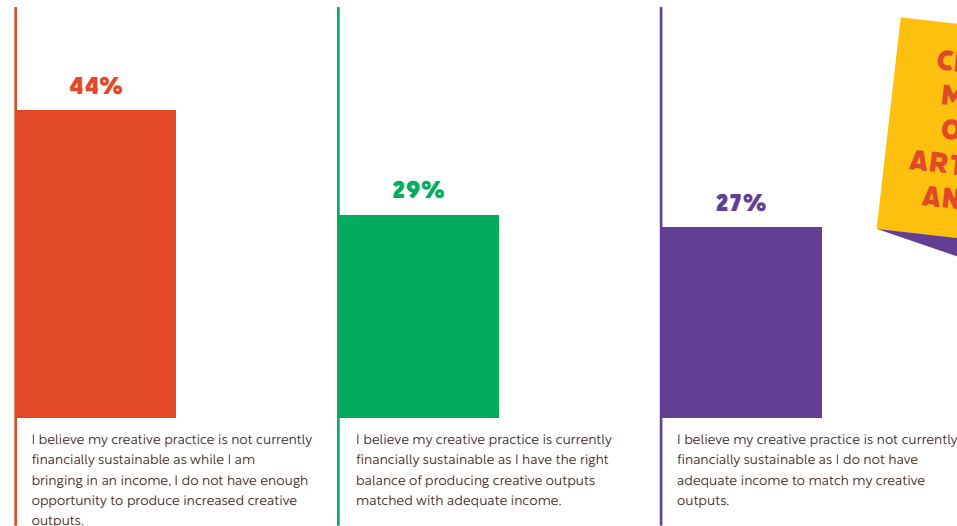
Over a third of creatives in the Ballarat area report that they are a self-employed professional practitioner. Another 28% report that they consider their creative practice as a hobby, but they do generate an income from it.

We've started examining whether creative practitioners consider themselves sustainable, and how confident they feel about the future of their efforts.

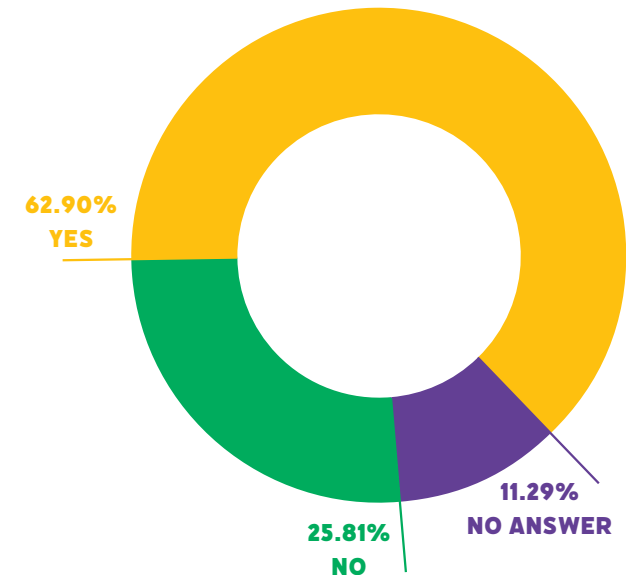
Almost 30% believed they have a sustainable creative practice, balancing their financial inputs with time to produce their creative works.

71% did not believe their current creative practice is sustainable, but 63% report that they intend to increase the income they make from their practice.

WHICH OF THE FOLLOWING BEST DESCRIBES THE CURRENT FINANCIAL SITUATION AND PROSPECTS OF YOUR CREATIVE PRACTICE?



DO YOU RELY ON MULTIPLE UPON MULTIPLE STRANDS OF INCOME TO SUPPORT YOUR PRACTICE?



CLICK HERE FOR MORE INFO ON OUR AMAZING ARTISTS, MAKERS AND CREATIVES

ARTS AND CULTURE ARE THE FASTEST GROWING SECTOR OF THE BALLARAT ECONOMY – FROM 1.6% OF TOTAL BALLARAT JOBS IN 2016 TO 2.4% TODAY.

AT 67% THE SECTOR HAS OUTSHONE THE REST OF THE ECONOMY WHICH HAS SAT AT ONLY 11% GROWTH.

THE TOTAL NUMBER OF FULL TIME ARTS AND CULTURE JOBS IN BALLARAT HAS INCREASED FROM 1,194 IN 2016 TO 1,989 IN 2021.

- 2021 ABS, ARTS AND RECREATION JOBS, SUMMARY



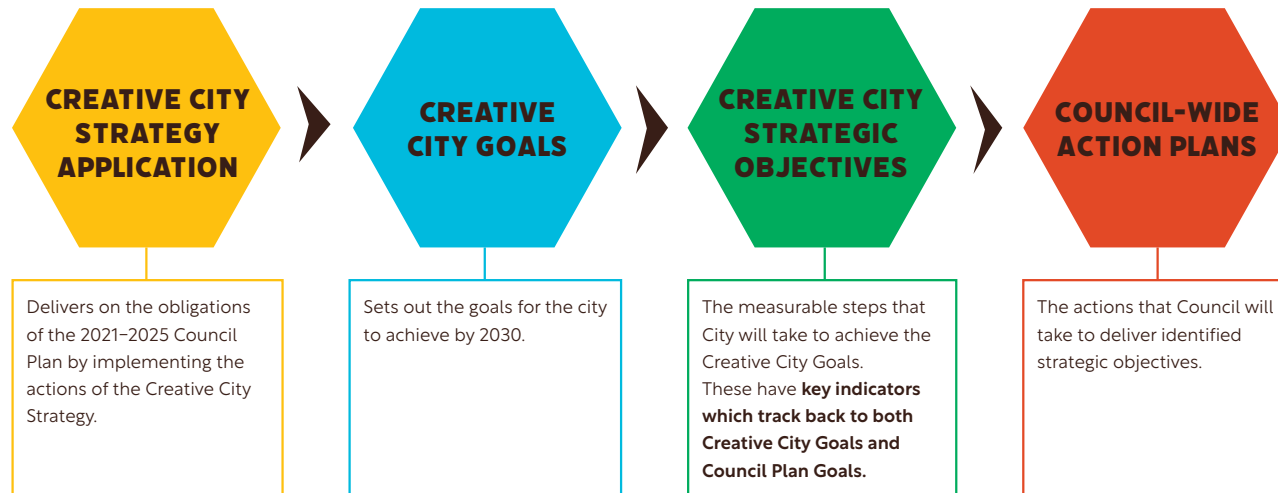
CRAFT LAB 22, HERITAGE FESTIVAL 2022. PIC BY © TONY EVANS

- ~ Young people more concerned about their sustainability: Confidence in the creative sector increased with age, with no one aged under 30 reporting confidence in the sustainability of their practice. 2/3 of those aged 15–30 are working and report that they are bringing in an income from other means, but they don't have enough opportunity to produce increased creative outputs. The remainder were not bringing in enough income to support their creative practice.
- ~ Older men are three times more likely to make all their income from the creative sector than older women: Men become more confident in their creative work as they age, with 40% of male respondents aged 60 over stating that they made 100% of their income from their creative work. Only 13% of women aged over 60 reported the same.
- ~ Photography, writing, architecture, education and design are the most likely to deliver full income streams
- ~ Ballarat's creative industries have longevity: A significant proportion of Ballarat's creative industries have been operating for over 10 years.
- ~ There is a sense of optimism in the creative industries in Ballarat: Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term.

This research provides us with a baseline, and we will repeat the study over time.

HOW TO READ THIS REPORT

THE APPLICATION OF THE CREATIVE CITY STRATEGY



GOALS FOR THE CREATIVE CITY STRATEGY 2019 – 2030

CREATIVE CITY GOALS

Sets out the goals for the City to achieve by 2030. These directly respond to Goals in the 2021 - 2025 Council plan

1	Ballarat is a creative city with entire community participation	More than 50% of Ballarat households will actively take part in one nominated cultural/creative program year in 2030. Indigenous programming evident in 30% of the City's creative and cultural events by 2030.
2	Ballarat is a city where artists and creatives can sustain professional careers and prosper	Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.
3	Ballarat has a strong domestic audience and consumer market for local creative product	Triple the aggregate number of attendances at the nominated events and institutions in Ballarat, from residents, between 2018 and 2030.
4	Ballarat's cultural economy and market is continually growing	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.
5	Ballarat is a city with strong representation of a variety of creative industries	Achieve 3,000 jobs in Creative Industries by 2030.
6	Ballarat is a city where strong creative capabilities are used throughout industry and the community	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030.
7	Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story	Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2019 and 2030.

HOW DID WE DO?

The Creative City Strategy is a strategy which applies to all sides of the Council. In 2019 the City of Ballarat agreed to seven Creative City goals. Each goal has strategic priorities. The strategic priorities are adopted by each team, division and unit through implementation plans. These implementation plans are tracked and measured on a yearly basis.

1	GOALS	TARGET	OUTCOMES		
	Ballarat is a creative city with entire community participation	More than 50% of Ballarat households will actively take part in one nominated cultural/creative program each year by 2030. Indigenous programming evident in 30% of the City's creative and cultural events by 2030	53% of Ballarat households took part in cultural/creative programs in 2021/22. <i>Data from Events, Libraries, Youth units, 2021/22.</i>	Creative practitioners featured in 93 City of Ballarat produced events. <i>Data from Events, Creative City, Youth, Libraries, Visitor Economy units 2021/22.</i>	Indigenous programming featured in 23% of City of Ballarat events. <i>Data from Events, Marketing, Creative City, Youth, Libraries units 2021/22.</i>
2	Ballarat is a city where artists and creatives can sustain professional careers and prosper	Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030	1,348 practitioners identified in the Ballarat and surrounding regions. The number of professional employed artists and allied creatives increased by a factor of 1.2 in 2021/22. <i>Creative City Sector Database report 2022.</i>	A baseline of 63% of creative practitioners rely upon multiple strands of income to support their practice. <i>Creative City Sector Database report 2022.</i>	29 different creative sectors represented within the Ballarat region with 87 different industry services provided by creative practitioners and businesses. <i>Data from Creative City Sector Database report 2022.</i>
					The City of Ballarat has directly invested over \$600,000 in grants into the arts and creative sectors. <i>Data from Creative Inspiration Grant, Community Impact Grants and Strategic Partnerships, 2021/22.</i>
3	Ballarat has a strong domestic audience and consumer market for local creative product	Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030	Over 125,000 people attended Council operated venues in 2021/22 <i>Visitation to Council operated venues, 2021/22.</i>	Nearly 2/3 of creative practitioners report that they intend to increase the income they make from their practice <i>Creative City Sector Database report 2022.</i>	Craft Lab event doubled attendance over four days from 2,000 in 2021 to 4,500 visitors in 2022.

4	GOALS	TARGET	OUTCOMES			
	Ballarat's cultural economy and market is continually growing	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030	27% of overnight visitors to Ballarat were cultural visitors who took part in arts, culture, Indigenous, heritage activities. More than 380,000 nights were measured for cultural tourism. <i>Tourism Research Australia, 2022</i>	35% of visitors to Ballarat invested in cultural experiences including art, culture, heritage and Indigenous activities. This equated to a sum of \$92million investment into the cultural economy. <i>Tourism Research Australia, 2022</i>	Heritage Festival 2021 wins gold at the Australian Tourism and Events Awards.	The Ceramic Heart project assesses the business case for opening up Federation University's ceramic studios for the community, successfully establishing a regular community focused service
5	Ballarat is a city with strong representation of a variety of creative industries	Achieve 3,000 jobs in Creative Industries by 2030	Ballarat creative industries deliver an income of \$70.299 million, an increase of 105% since 2016. By comparison, the overall Ballarat economy has increased by 38% in that same time. <i>REMPAN Report, 2022.</i>	33 direct creative gigs, jobs and opportunities channelled through City of Ballarat to creative practitioners to the value of \$1mil. 30% increase on 2020. <i>Creative City gig tracking, 2021/22.</i>	Of those creative industries who are currently employing staff, nearly 90% reported they were planning on hiring more staff in both the short and long term. <i>Data from Creative City Sector Database report 2022.</i>	Just under 1 in 3 creative practitioners believe their practice is financially sustainable. <i>Data from Creative City Sector Database report 2022.</i>
6	Ballarat is a city where strong creative capabilities are used throughout industry and the community	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030	STEAM qualified professionals currently make up 14% of the workforce compared with 20% for Greater Melbourne. <i>2016 ABS Census.</i>	Tailored business development and advice delivered by expert agencies to 24 different creative practitioners across visual arts, craft and music. <i>Creative City unit training program, 2021/22</i>	11 different training courses provided by the Creative City team, ranging from tax advice and business management through to information on NFTs. <i>Creative City unit training program 2021/22.</i>	
7	Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story	Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030	Foot traffic benchmarked 31+ minute dwell time hotspots identified at Art Gallery of Ballarat, the Regent, Armstrong Street North, Her Majesty's Theatre and Federation University Camp Street precinct. <i>Place Intelligence reporting, 2021/22</i>	Creative City Masterplan was applied to Bakery Hill and Bridge Mall redevelopment	City Design unit was formed and established the city's first Design Review Panel	Public Art collection fully catalogued on Victorian Collections. Site selection established for the Continuous Voices permanent public art memorial.

THE STRATEGIC OBJECTIVES APPLICABLE TO DIFFERENT COUNCIL TEAMS



The measurable steps that City will take to achieve the Creative City Goals. These have **key indicators** which track back to both **Creative City Goals** and **Council Plan Goals**.

STRATEGIC OBJECTIVES

RESPONSIBLE TEAMS

Creative Programming: delivering best-in-class venues and supporting the creative sector; providing education and advocacy

Council operated Venues: Her Majesty's Theatre, Ballarat Civic Hall, the Eureka Museum and Art Gallery of Ballarat

Festivals, Events and Activities: embedding creative practice; securing creative legacies and measuring success

Events, Venues, Visitor Economy

Sector Development: building resilience and sustainability; providing structure, business growth, support and tracking

Economic Development, Creative City

Marketing: harnessing the skills of our creative economy to promote our city

Visitor Economy

Community and Public Art: comprehensive programs of creative practice pathways; collection management, new commissions for permanent and temporary art

Creative City

Community Infrastructure: education training, and support for community groups, spaces and location

Community Development, Creative City

Creative City Master Plan: identification of and response to arts and culture needs, activation of precincts through design and developments

City Design, Creative City

TRACKING IMPLEMENTATION

Implementation plans have been directly translated from the Creative City Strategy. These are measurable actions which are tracked on a yearly basis.

The teams with Creative City, Events, our venues and destinations, Economic Development, Community Development, Visitor Economy and Marketing have all commenced reporting.

The Infrastructure and Environment directorate is yet to commence tracking. Library Services, Family, Youth and Children's Services and Recreation Services have yet to commence tracking.

The Creative City Masterplan initiatives deepened in 2021/22, and the teams of City Design, Economic Growth and Development Facilitation have all started to track their application of the Masterplan.

Green signifies that the project has commenced and completed or is ongoing.

Yellow signifies work which has commenced but has not yet completed or reached reporting stage

Red signifies work which has not yet commenced

ANASTASIA LA FEY, 'THE UNCERTAIN BEHAVIOUR OF CLOUDS', 2021. PIC BY © TONY EVANS, 2022

COUNCIL OPERATED VENUES AND DESTINATIONS

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	All venues are involved in the design and implementation of audience identification, participation and satisfaction research.	Art Gallery of Ballarat completed audience research with Morris Hargreaves McIntyre in 2021 and 2022.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development	All venues actively work to negotiate and secure world-class touring acts.	Art Gallery of Ballarat is working on an international exhibition for 2023 and in collaboration with Ballarat International Foto Biennale 23.
	All venues are committed to curating and facilitating an annual program that involves local creatives and artists.	Art Gallery of Ballarat showcased the work of 23 regional artists in 11 Backspace exhibitions. Local artists included in exhibitions.
		Over 60% of annual programming for Her Majestys Theatre, Civic Hall and The Mining Exchange incorporates local creatives.
		Eureka Centre hosted locally produced theatrical and music performances, and commissioned First Nations artwork.
	All venues facilitate information-sharing and knowledge exchange, through the hosting of relevant and appropriate conferences, workshops, podcasts and panels alongside planned performances and exhibitions.	Art Gallery of Ballarat runs comprehensive public programs for every exhibition. Specific exhibitions may have panel discussions and workshops.
		Her Majestys Theatre provides masterclasses, workshops associated with productions. Further workshops associated with eisteddfods, primary and secondary school productions, dance classes.
		Eureka Centre has a dedicated education offering.
	Identify the world-class performers, makers and creatives from and within the Ballarat region.	Art Gallery of Ballarat showcased the works of local artist Trevor Smith in his exhibition A Fanciful Feast.
	Compilation of a shared calendar between all venues, sharing information on the proportion of local content and suppliers.	All venues contribute to a shared Events Calendar. This currently does not include detailing of local content and suppliers. Action for 2022/23.



SURAYA LEWIS

I saw Kristy Sellers on TV with her aerial pole performance. That inspired me to try aerial silks and hoops. I loved how it was like dancing in the sky with an element of risk from being up so high. I'm 14 now and I've been doing aerials for three years.

SHOW ME MORE ➔

FESTIVALS AND EVENTS

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Actively identify and negotiate for appropriate and relevant touring exhibitions, shows and festivals to include Ballarat.	<p>Art Gallery of Ballarat is actively collaborating with Ballarat International Foto Biennale for 2023</p> <p>Her Majestys Theatre staff attend annual state and national showcases, and respond to pitches on content.</p> <p>The Events team established an Events Strategy and an Events Acquisition Fund.</p>
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Provide a service to the creative sector to assist in the navigation of Council regulatory processes for creative activities and projects.	Creative City team created an engagement process through the Creative Ballarat website including advice on working with Council, becoming a vendor, and how to apply for gigs and contracts.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Ensure all major events coordinated across the City, where there is City of Ballarat involvement, integrate the work of creative sectors and practising artists into activities.	<p>Carols by Candlelight - local MC, musicians and bands on stage; Picnic in the Park - local event manager, local DJ, artists exhibiting or undertaking community activity; Ballarat Begonia Festival - local project manager plus local artists involved in delivery of laneway activations, Food Truck Fridays, Boom Box and Town Hall windows and promotional merchandise; Ballarat Heritage Festival - Local project manager plus local creatives involved in Craft Lab, craft workshops, event management and roving entertainment.</p>
	Evaluate the creative, visitor and economic impact various creative industry organisations and festivals bring to the City.	The Events team have established reporting on net inflow investment to the creative sector for all City of Ballarat events. Compiling and maintaining reporting on participation in creative activities within events. Actively using survey results to determine the creative drawcards in events.
	Design and implement audience identification, participation and satisfaction research for each Festival and Event program run by the City.	The Events team rely upon new Quantum research which has been engaged to review target audiences for tourism. These audiences will inform future events and activities. Satisfaction research is now implemented for all events.
	Major event partners are required to 'leave a creative legacy' of knowledge to the city. Ensure that all major festivals and activities hosted by external organisations in the city pass on skills and/or offer opportunities to appropriate local creative practitioners.	Events team requests that external event organisers engage up to 50% of their workforce and suppliers locally. Examples include SkyWhale tour presentations by the artist, involvement of local community choirs and performances. Requests made of major touring acts to engage with young musicians, provide skills talks and discussions and provide employment opportunities.

BJ HUMPHREY

I am a singer/songwriter, multi-instrumentalist, audio engineer and producer. My time is split evenly between writing music and recording it. I write a lot of music, both as a solo performer and as a member of countless bands, so I learnt to record and produce songs out of necessity to keep track of everything.

SHOW ME MORE ➤



BJ HUMPHREY AND SARAH SPAVEN FROM HAVEN CITY. PIC BY © EBONY GULLIVER 2022

ECONOMIC DEVELOPMENT

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Development of a centralised database focused on the creative industries and sectors.	Creative City Unit's database now operational, providing sector specific data. Benchmarked research completed. Plans to match the creative sector database against REMPLAN and business sector databases.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Ensure all relevant arts and creative based EOIs are circulated to identified groups internally and externally.	Creative Expressions of Interest and Requests for Quotes now online for easy public access. Procurement instructions have been added to the Creative Ballarat website. Creative City team providing advice to a range of different divisions of Council on how to source creatives for their work.
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Support and promote initiatives to introduce the wider Ballarat community to STEAM programs and activities.	Support the annual Get into Games Expo showcases elements of game design to local school students, commission and fund programs for local businesses that utilise creative design thinking approaches. City of Ballarat represented on the Central Highlands Innovations and Entrepreneurship Group and the Committee of the Ballarat Tech School.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Host ongoing focus groups from across the sectors to continually test the temperature of the community. Identify at-risk communities and structure sector specific responses.	Quarterly coffee catch-ups underway with the creative sector. Film producers network established which now meets regularly. Supported the development of social entrepreneurship network.
	Provide a service to the creative sector to assist in the navigation of Council regulatory processes for creative activities and projects. Streamline the planning and application process.	A Business Concierge function is a core function of the Economic Development Unit's service offering. This provides micro, small and home-based businesses with advice and support to navigate Council planning, licencing and regulatory processes in order to establish or expand a business locally.
	Institute a creative sector benchmarking program, to assess and evaluate the sector's sustainability. Assess the impact that creative industry investment has upon Ballarat's wider national and global reputation.	Commissioned SGS Economics to compile the Creative Sector Report which was first implemented in July 2021. Creative City team is set repeat the study in 2022. Founding member of the Victorian Creative Cities Network, impacting regional and national reputation and securing funding. Working with the Uni of Western Sydney to assess impact of UNESCO Creative City status upon Ballarat's wider global reputation.
	Support an arts incubator within the city that bring together arts practitioners, creative industries and businesses to collaborate and cross-fertilise ideas and concepts.	Currently in negotiation and planning phase to deliver Arts Incubator in late 2022 - early 2023.



ECONOMIC DEVELOPMENT

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Support existing initiatives that seek to place creative makers and industries into unused locations.	Landlord incentives through Bakery Hill development. Use of State Government's Outdoor Activation funding to commission creative installations in the shopfronts of Ballarat businesses through Ballarat Evolve in 2021 and 2022.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Establish relationships with institutions, major businesses to help uncover the innovators and inventors.	Membership and support for the Central Highlands Innovation and Entrepreneurship Group maintains Council's ongoing relationships with the range of organisations working in the local entrepreneurship and start up ecosystem. City of Ballarat support includes funding and in-kind assistance for entrepreneurship programs for micro businesses in Ballarat. City of Ballarat sponsors the Creative Industries category award for the Commerce Ballarat Business Excellence Awards.
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Directly implement arts business training programs for creatives and arts practitioners and assist in helping them develop sustainable business practices.	Creative City team has continued micro-enterprise training and sustainability programs for the creative sector. 4 dedicated training programs hosted over 2021/22. A further deepening in 2022/23.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Identify and approach funding and research bodies to introduce them to Ballarat based organisations and individuals.	Established a relationship with Grant Finder, providing access for the community. Available grant programs are regularly communicated to our local creative businesses and are all searchable by local individuals and businesses.
	Assist creative skills training organisations and individuals to reach additional audiences and provide networking and linking opportunities. Support the establishment of creative educational providers in the city. Work with non-traditional creative environments to engage with the creative sector to share knowledge and skills.	Business development programs using creative design thinking approaches have been offered to Ballarat businesses. The City of Ballarat agreed a 2-year strategic partnership with Runway Ballarat in 2021, to offer two rounds of their 'Ready, Set, Grow' program to businesses in Ballarat. This also includes open days to showcase the Runway fabrication laboratory and co working / incubator spaces to community members.
	Document and identify the STEAM sector. Profile the industry breakdowns. Identify and document the numbers of lodged patents and innovations created within Ballarat.	Economic Development is tracking the overall economic output of the creative and performing arts sector, as well as allied STEM sectors, in monitoring the economic growth of the city. Tracking of the number of patents lodged is also part of this activity, to assist us to understand trends in our overall innovation levels.



MARKETING & VISITOR ECONOMY

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Design and implement target market identification for city-wide marketing initiatives, and provide guidance to Events, Venues and Arts & Culture.	Tourism audience segmentation research was undertaken in 2020, and identified a clear and reliable profile of the current and potential visitor base for Ballarat. More information about these results can be found in the Traveller Experience Plan 2021–2030 and Destination Marketing Plan 2021–2024.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Ensure that local creatives, artists makers and producers are engaged to deliver services and content.	Six creative industry service providers were engaged to develop marketing content to promote Ballarat over the 2021/22 FY. This included film production, photography, printing, copywriting and others.
	Proactively identify and acknowledge the works of local creatives, artists, makers and producers in marketing tools produced.	Five creative producers including poets and creative industry retailers were involved in promotional programs showcasing their skills and experience in Melbourne. The Visitor Economy team provides space and allocation for the celebration of local makers and creatives in the Visitor Information Centre, a rotating display to mark the city's UNESCO Creative City status.



JENNA OLDAKER

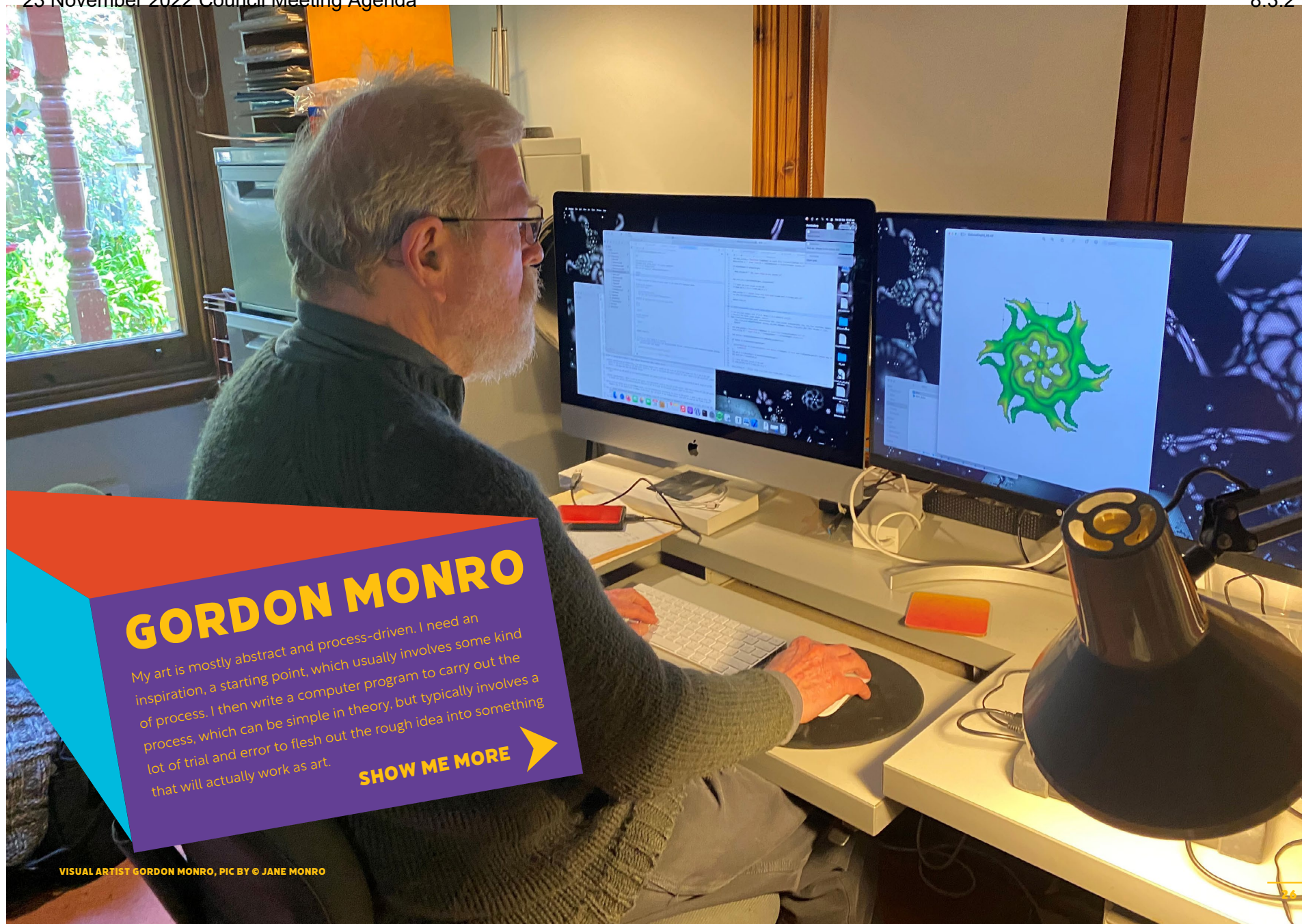
I'm a contemporary Indigenous artist, focused mainly on visual art through painting. I work mostly with acrylic paint on canvas, and if you've ever seen my artwork before, you will know it's very brightly coloured! My passion is to create highly customised and unique artworks.

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JENNA OLDAKER, WADAWURRUNG TRADITIONAL CUSTODIAN AND VISUAL ARTIST, PIC BY © LACHLAN PHILLIPS 2022

COMMUNITY AND PUBLIC ART

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Proactively identify and acknowledge the works of local creatives, artists, makers and producers in marketing tools produced.	The Creative City team advocates for rates of pay recommended by the National Association of Visual Artists and the Musicians Union. All listed opportunities and gigs listed on Creative Ballarat website must recognise artist and creative's accurate pay rates. Recommendations and advocacy made with third parties as well as Council throughout 2021/22. Ongoing service and advice provided.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Consolidate all community art activities of the Council – providing opportunities for exhibition, rehearsal and performance through Council operated spaces	The Creative City team currently manages three exhibition and performance locations. Art Space Ballarat, 14 Lydiard Street North - 7 exhibitions and activations by local creatives. Unicorn Lane Exhibitors, Unicorn Lane, Ballarat Central - 6 exhibitions by local creatives. UNESCO Display, Visitor Information Centre, Town Hall - 22 local exhibitors.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Facilitate information-sharing and knowledge exchange, through the hosting of relevant and appropriate conferences, workshops, podcasts and panels.	Newsletter (monthly) to a mailing list of 1500; Facebook and Instagram page reaching more than 3,500 followers. Continually updated website securing 42,000 visitors in the 2021/22 FY, up from 31,000 in 2020/21 FY. In person Coffee Catchups hosted quarterly with attendances rising from 8 to more than 25 people per event.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Creation of a centralised database of creative sector service providers; providing access to these both within Council and to others throughout the community.	Centralised database established tracking the sector a creative is working within, and the different types of services they provide. 1,348 individual practitioners identified in the Ballarat region at end 2021/22 FY. Streamlining the offering of gigs and opportunities to practitioners, while also working within Council to help refine requests of the creative community. 33 direct creative gigs, jobs and opportunities channelled through City of Ballarat to creative practitioners to the value of \$1mil.
	Align with industry relevant bodies.	Memberships and relationships established with Theatre Networks Australia, Arts Law Australia, Music Vic, National Association of Visual Artists, Craft Vic, Creative Victoria and the World Craft Council.
	Proactively identify creative practitioners, artists and creative industries businesses in the wider city as they establish their businesses or move to the city.	Capturing data actively through the Creative Ballarat website, identifying new practitioners through social media channels and hashtag searches. Also linked with the Economic Development team to highlight creative industries as they contact Council. This process currently remains reactive. Proactive initiatives in development.



COMMUNITY AND PUBLIC ART

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Track and document the economic health and resilience of the creative sector.	Developed and implemented a census report to measure sustainability and sector confidence. Set to repeat on a yearly basis.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Maintain clear pathway for creatives and artists to make and display their work. To examine the opportunities for new locations and opportunities for creatives to make and display their work.	Creation of Community Art Pathways program to support artists to exhibit their works – providing opportunities for emerging, mid-career and established artists. Launched August 2020. Visual arts program pathways operational. Music pathways operational. Theatre and performance pathways underway. Creative industries programs yet to commence.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Facilitate and assist local creatives in accessing streams of funding inside and outside the City.	Established the Creative Inspiration Grant working in collaboration with Regional Arts Victoria. Ongoing program and budgeted for 22/23. Thirty artists and creative practitioners assisted throughout 2021/22.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Rewrite and implement a new Public Art policy. Development of a temporary and ephemeral art program, complementing the public art program.	Public Art Policy drafted and approved May 2021. Currently applying new policy. Working on supporting guidelines for curation, management and conservation.
	Track temporary and ephemeral art through audit research of the city surrounds. Identify 'future heritage' artworks for conservation and management.	All permanent collection pieces now catalogued on the Victorian Collections Database. Comprehensive collection management report completed, assessing priorities of restoration, conservation and repair.
	Establish temporary public art initiatives, utilising surfaces around the city.	Temporary public art program in Alfred Deakin Place, Ballarat Central, continued with George Goodnow's installation 'Magic Mirror'. Reviewing and developing a temporary and ephemeral art program for 2022/23.
	Identify, support and promote the existing creative learning opportunities that Ballarat currently offers – both formal and informal. Identify and celebrate the movers and shakers who are offering their services to share their skills, knowledge and experience.	Identification of top tier practitioners has commenced across major sectors of Visual Arts, Music, Craft and Theatre. Structured approach to ensure all projects now include identification of top tier practitioners and provision of tailored training, education and mentoring. Support offered to over 50 practitioners in 2021/22 in Craft, Music and Theatre.



GELAREH POUR

In Iran, I trained in classical Persian music at University of Art Tehran, and whilst improvisation is a huge part of Persian music, I hadn't yet explored improvising across as wide a range of genres as I have since arriving in Australia. I've really enjoyed expanding my musical collaborations and expanding on work with media and various art organisations.

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GELAREH POUR'S GARDEN, PIC BY © JUAN CASTRO AT BAKEHOUSE STUDIOS

COMMUNITY INFRASTRUCTURE

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Establish and maintain a regular ongoing training program for creatives and practitioners. Provide regular and ongoing supply of resources, and ensure it is part of the arts and culture programming. Track performance of the program.	A library of training resources has been created, now housed on the Creative Ballarat website. This includes a series on Business Basics, managing rejection, joining creative associations and resources for managing COVID. New training programs include one off panel discussions on topical issues and networking events for maximising marketing opportunities. Additionally invested in third-party experts delivering business resilience training through Arts Action.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Identify, document and support where possible school holiday intensives and other structured courses that introduce community members to the arts.	Secured \$75,000 Creative Victoria funding for the development of a business case for the opening up of Federation University ceramics studio to the community. Developed and implemented a series of consumer facing initiatives and presented new models of governance to the university for ongoing consideration. Federation University resolved to continue offering the access.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Identify and support grassroots training and educational businesses and groups who are providing creative workshops and art classes.	Identification of service suppliers has commenced. Educator sector added to the creative sector database. This work is prioritised for 2022/23.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Collaborate and link Council units and divisions such as Intercultural Services, Youth Services and Early Childhood with creative contacts and service suppliers.	Commenced with supply of contacts and collaboration on request. Have worked to support Healthy Eating, Early Parenting and Disability. Further work to be undertaken in this FY.
	Establish networking programs between creative industries and artist practitioners to work closely with sports, education, health institutions as well as major private companies to develop beneficial relationships. Document the uptake and participation in after-school creative classes and activities.	Work planned for 2022/23.
		Utilise sporting locations for large scale arts projects. Work to improve the relationships with secondary and tertiary educational providers as well as RTOs to encourage linkages with the arts and creative sectors. List and document the existing STEAM providers and provide them with consistent information.
		Work planned for 2023/24.

KATE BERRY

I have a mad love for underutilised spaces and matching them with music performances, art installations, and opportunities for connection. The greatest joy is I get to work with incredibly talented and big-hearted people who create amazing experiences for people from all over get to enjoy.

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EVENT PRODUCER AND CREATIVE DIRECTOR KATE BERRY, PIC BY © NATHAN KASO, 2021

CREATIVE CITY MASTERPLAN

STRATEGIC PRIORITIES ADDRESSED	IMPLEMENTATION	OUTCOMES 2021/22
Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.	Identification of and response to arts and culture infrastructure needs.	Completion of an arts and culture infrastructure report together with KPMG. Submission of content, and provision standards recommendations, into the City of Ballarat Community Infrastructure report.
Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the Ballarat community.	Creation and development of a city-wide design charter.	Design Review Panel instituted. Currently undertaking desktop research into relevant guidelines and protocols. To draft up the premise of a design charter for the city.
Facilitate connections and broker linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.	Development and application of a Public Realm palette.	Public Realm palette has been developed and applied to a range of projects including Parklet, Bakery Hill / Bridge Mall / Civic Hall and Gov Hub precinct, Armstrong Street application. Analysis undertaken and a series of options provided.
Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.	Development and application of CBD Urban Design Framework.	Public Realm palette has been developed and applied to a range of projects including Parklet, Bakery Hill / Bridge Mall / Civic Hall and Gov Hub precinct, Armstrong Street application. Analysis undertaken and a series of options provided.
	Identification and negotiation of existing and planned available surfaces, walls and spaces for creative activation.	Site mapping for temporary public artworks of the city has been identified as a priority for 2022/23 FY.
	Activation of the Lydiard Street precinct and focus on development of an arts and culture precinct.	Working alongside Federation University on campus reinvigoration. Examination of opportunities with potential World Heritage listing.



8.4. 2022-23-169 MAJOR PATCH AND ASPHALT OVERLAY CONTRACT

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Luke Ives - Executive Manager Operations

PURPOSE

1. To award Contract Number 2022/23-169 for the provision of Major Patching and Asphalt Overlay with Boral Resources (Vic) Pty Ltd for the total tendered price of \$2,154,431.30 (ex GST).
2. The contract Term is for 6 months with a 12-month maintenance period.

BACKGROUND

3. The City of Ballarat is responsible for the maintenance of approximately 1300 kilometres of sealed road assets. The Road Maintenance team undertake the major patch/asphalt overlay program annually and tenders have been invited and received for the 2022/23 Major Patch/Asphalt Overlay program.
4. This tender includes asphalt patching and overlay works of known defective areas throughout the City of Ballarat Road network. These defects were identified during reactive and proactive inspections and the annual maintenance program has been developed to repair and provide a safer road network for the community following an extended period of wet weather.

KEY MATTERS

5. The tender was advertised in The Ballarat Times News Group, Council's Website and eProcure from 28-September-2022. The invitation period closed on the 19-October-2022 with 3 tenderers submitting responses.
6. The Evaluation Panel met on 27-October-2022 to review the initial scoring of the tenders by evaluation panel members. The weighted score of each panel member for each submission was added in aggregate.
7. The evaluation panel assessed the tender of Boral Resources (Vic) Pty Ltd to best meet the requirements of the evaluation criteria.

Boral Resources (Vic) Pty Ltd received the lowest VFM (Value for Money) score for the evaluation criteria and have provided evidence of completing works of a similar nature. Reference checks were also completed with positive feedback of previous performances received.

OFFICER RECOMMENDATION

8. That Council:

8.1 Resolves to enter into Contract Number 2022/23-169 for the provision of Major Patching and Asphalt Overlay with Boral Resources (Vic) Pty Ltd for the total tendered price of \$2,154,431.30 (ex GST).

8.2 Authorises the Chief Executive Office to:

- a. finalise the terms of Contract Number 2022/2023-169 with the Contractor, Provided that those contract terms are consistent with this resolution; and**
- b. execute Contract Number 2022/2023-169 on behalf of Council.**

ATTACHMENTS

- 1. Governance Review [8.4.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report supports Council Plan Objectives to be a city that maintains conserves and enhances our natural and built assets.

COMMUNITY IMPACT

- 2 This project will see the asphalt patching and overlay works of known defective areas throughout the City of Ballarat Road network. This program has been developed as part of the annual maintenance program and will assist in providing a safer road network for the community following an extended period of wet weather.
- 3 It is envisaged that these works will be undertaken on an "in traffic" basis where practicable, with no property or business access blocked. Notification of disruption will be provided to residents where required.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

- 4 There will not be any significant environmental implications resulting from this project. Environmental controls will be in place for the duration of the project. The recommended tenderer has the appropriate Environmental Management System to be able to cater for any environmental issues that may result during the construction of the project.

ECONOMIC SUSTAINABILITY IMPLICATIONS

- 5 This tender contract will benefit both the City of Ballarat and the successful contractor awarded the tender. It will also benefit the community of Ballarat and reduce defects and road hazards across the road network.

FINANCIAL IMPLICATIONS

- 6 The tender price is \$2,154,431.30 (ex GST) which includes a provisional sum of \$200,000.00 built into the contract for contingencies.
- 7 There is \$2,900,000.00 allocated in the 2022/23 Major Patching/Asphalt overlay Program for the allocation of this project.

LEGAL AND RISK CONSIDERATIONS

- 8 It is considered there are no legal and risk implications identified for the subject of this report.
- 9 The contract provides for management of traffic, pedestrians, property, and environment during the delivery of the works, with stringent Occupational Health and Safety requirements. The recommended contractor in this instance has appropriate OHS systems operable to meet the requirements of this project.

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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 Consultation with road users affected by this project will be undertaken by Contractor and Councils Operations Business Unit
- 12 The Chief Executive Officer and the Communications and Marketing Unit of Council will participate in the media and communications associated with the delivery of works under this contract.

GENDER EQUALITY ACT 2020

- 13 It is considered 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.

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

8.5. QUARTERLY PERFORMANCE REPORT FOR THE PERIOD ENDING 30 SEPTEMBER 2022

Division: Corporate Services
Director: John Hausler
Author/Position: Jason Clissold – Executive Manager Business Services
 Peter Donohue – Acting Manager Business Improvement

PURPOSE

1. The Quarterly Financial Management Report (attachment 1) and Council Plan Quarterly Report (attachment 2) provide an update on Council's performance in relation to budget and the implementation of the Council Plan 2022/23 actions for the 3 months to 30 September 2022.

BACKGROUND

2. The Quarterly Financial Management Report sets out Council's financial performance for the period ending 30 September, including;
 - a. Summary of Financial Results;
 - b. Financial Statements;
 - c. Latest forecast projections;
 - d. Local Spend Summary; and
 - e. Investments Summary.
3. The Council Plan Quarterly Report – 30 September 2022 provides an update on the progress relating to the implementation of the Council Plan 2022/23 actions
4. Pursuant to Section 97 of the Local Government Act 2020, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.

KEY MATTERS

5. The statements in the Financial Management Report contain the following data sets in relation to Year to Date (YTD) and Annual performance:

Adopted Budget	The budget that was adopted by Council and is published on Council's website.
Adjusted Budget	<p>The agreed adjustments to the adopted budget that were endorsed including:</p> <ul style="list-style-type: none"> • Council approved carryovers from 2021/22 (\$24.14 million); • Unexpended grants and corresponding expenditure from 2021/22 (\$20.8 million); and • opening financial position following 30 June 2022 audit

Forecast Adjusted budget updated for any further forecast changes that have been identified up to 30 September 2022.

Actual YTD Results to 30 September 2022.

6. Overall, the YTD actual results are consistent with budget. There are some immaterial opportunities and risks that will be monitored and adjusted as part of the Mid-Year Budget Review (MYBR), if required.

Income Statement

7. The Income Statement provides a summary of the total income and total expenditure relating to Council's annual operations.
8. The Income Statement shows a surplus of \$136 million for the 3 months to 30 September 2022, \$4.9 million favourable to the YTD adjusted budget.
9. The Annual forecast net surplus has increased from \$60.1 million, to \$76.3 million, primarily due to the recognition of capital grant income received in 2021/22, but unexpended at 30 June 2022.
10. The following two projects have been added to the forecast operating budget:
 - a. Visiting Friends & Relatives - \$200k
 - b. Extension of Nappy Scheme - \$30k

These are funded from the 2021/22 surplus and as such do not need to be funded within the 22/23 Budget. Additional costs relating to the Lake Lighting, Wendouree West and Her Majesty's Theatre have also been funded by the 2021/22 surplus and will not affect the 2022/23 Budget allocations.

Statement of Capital Works

11. The Statement of Capital Works is Council's approved Capital works program by the required Asset Categories.
12. As at 30 September 2022 Council had spent \$8.4 million compared to the YTD budget of \$31.7 million. There is \$21.8 million of commitments (purchase orders) outstanding at 30 September 2022.
13. The annual forecast capital expenditure for 2022/23 has reduced by \$17.87 million compared to the adjusted budget. This movement is represented by the following approved changes:
 - a. \$19.74 million reduction – Projects shifted to 2023/24 budget
 - b. \$1.5 million increase - Wendouree West Community Hub
 - c. \$370 thousand increase – Lake Lighting

Balance Sheet

14. The Balance Sheet summarises the value of Assets (which Council owns) and our Liabilities (what Council owes) and the difference between assets and liabilities (Net Assets or Equity) reflects Council's net worth.
15. Council's net worth at 30 September 2022 is \$2.5 billion.

Cash Flow

16. The Cashflow Statement reflects actual results as at 30 September 2022. Council's Cash and Cash Equivalents were \$168 million, \$10.4 million favourable to the adjusted budget. The variation from budget is primarily due to:

- a. Cash outflows from investing activities (Capital Works) down YTD by \$23.4 million.
- b. Cash outflows from operations up YTD by \$13.49 million.

17. The forecast closing cash balance at 30 June 2023 has increased by \$31 million primarily due to the positive result from 2021/22 and the \$19.7 million reduction in capital works forecast.

Local Spend

18. For the 3 Months to 30 September 2022, 55% of Council's total expenditure with suppliers has been classified as Local.

Investments

19. As at 30 September 2022 Council was holding \$154 million in investments, varying in interest rates from 1.92% to 4%. At the time of writing this report we have seen a number rate increases by the RBA in recent months with further predicted increases going forward.

20. \$55 million was invested with Fossil Fuel Free institutions at comparable interest rates. This represented 35.71% of the investment portfolio.

OFFICER RECOMMENDATION

21. That Council:

21.1 Receive the Quarterly Financial Management Report – Period Ending 30 September 2022 and note the financial matters contained within the report.

21.2 Receive the Council Plan Quarterly Report – 30 September 2022.

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]
2. Quarterly Financial Management Report - 30 September 2022 [8.5.2 - 8 pages]
3. Council Plan Quarterly Report - 30 September 2022 [8.5.3 - 85 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Quarterly Finance Report is a Statutory report as per section 97 of the *Local Government Act 2020*.
2. The Council Plan report provides the community with an update on how Council is progressing with the implementation of the adopted Council Plan.

COMMUNITY IMPACT

3. The inclusion of the Quarterly Finance Report in the Council agenda and the availability to the community, increases awareness of the Council's financial position and provides transparency in its financial operations.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

6. The Quarterly Finance Report provides detail on the Council's ongoing financial viability as at the date of the report 30 September 2022, and its performance against the Council budget for 2022/23.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk implications identified for the subject of the report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. There is no requirement for community consultation or engagement with this report.

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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.

PROCUREMENT COLLABORATION

(For Contracts Only)

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Quarterly Financial Management Report

Period Ending 30 September 2022

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Summary of Financial Results - City of Ballarat Period Ending 30 September 2022

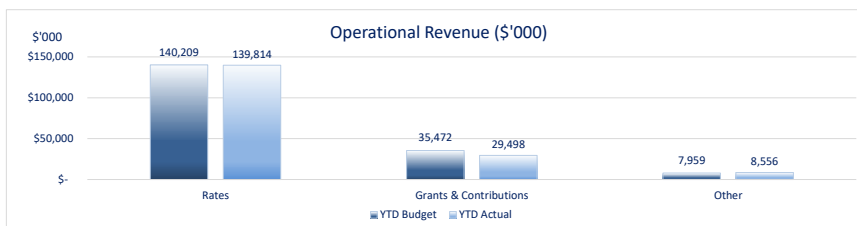
The Income Statement shows a surplus of \$136m for the 3 months to 30 September 2022, \$4.9m favourable to the year to date (YTD) adjusted budget. This is currently considered a timing variance at this stage with assessment of any permanent net changes to be identified in future forecast reviews.

Capital expenditure for the 3 months to 30 September 2022 totals \$8.4m, which represents 26% of the YTD adjusted budget of \$31.7m and 5.5% of the adjusted capital works budget of \$151.3m.

The annual forecast capital expenditure has reduced by \$17.87 million compared to the adjusted budget. This movement is represented by:

- \$19.74 million reduction – Projects shifted to 2023/24 budget
- \$1.5 million increase - Wendouree West Community Hub
- \$370 thousand increase – Lake Lighting

Below is a summary of the income and capital works statements compared to budget. Please see the financial statements on the following pages for further information on Council's financial performance.

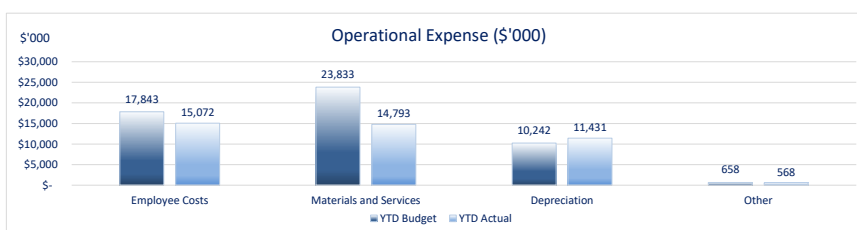


Key Budget Variances:

Rates - Revenue is consistent with the current forecast.

Grants and Contributions - Considered to be a timing difference in the receipt of grant income as at 30 September 2022

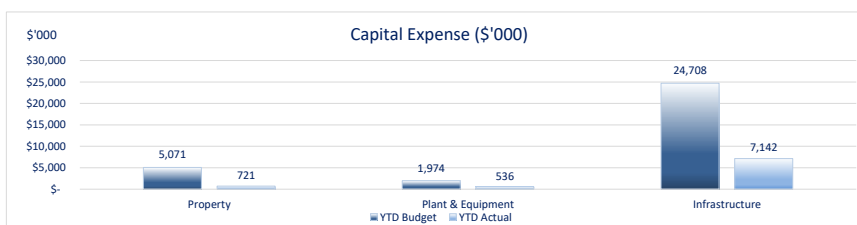
Other - Favourable due to additional interest revenue driven by higher interest rates available and higher cash balances held than budgeted.



Key Budget Variances:

Employee Costs – Below budget due to ongoing vacant positions and also due to savings of \$766k in the annual Workcover Premium to budget.

Materials and Services – Favourable to forecast primarily due to the timing of service delivery.



Key Budget Variances:

The variance between YTD Budget and YTD Actual is primarily due to the timing of the Capital Works program.

The Capital Works statement is showing total spend to 30 September of \$8.4m. This is:

- 26% of the adjusted year to date budget of \$31.7m;
- 7% of the adopted annual capital works budget of \$127.4m.

Significant project underspends compared to YTD budget include;

- DCP Construction \$3.2m
- HMT Stage 3 \$2.08m
- Airport Runway \$1.7m
- Central Library \$1.5m

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Income Statement - City of Ballarat

Period Ending 30 September 2022

	Year to Date (YTD)			Annual			Variance	Notes
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Adj Budget v Forecast \$'000	
Income								
Rates and charges	140,209	139,814	(395)	142,027	142,027	142,027	0	
Statutory fees and fines	1,320	1,963	643	6,278	6,278	6,278	0	1
User Fees	5,480	4,427	(1,053)	22,403	22,396	22,396	0	2
Grants Capital	23,472	20,079	(3,393)	18,441	35,681	35,681	0	3
Grants Operating	8,147	6,537	(1,610)	27,344	30,168	30,168	0	4
Contributions Monetary	3,853	2,882	(971)	14,330	14,518	14,518	0	
Contributions Non Monetary	0	0	0	34,473	34,473	34,473	0	
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	490	457	(33)	2,703	2,703	2,703	0	
Fair Value adjustments for investment property	0	0	0	0	0	0	0	
Share of net profits on associates and joint ventures accounted for by the equity method	0	0	0	0	0	0	0	
Other Income	669	1,709	1,040	2,494	2,501	2,501	0	5
Total Income	183,640	177,868	(5,772)	270,493	290,745	290,745	0	
Expenses								
Employee Costs	17,843	15,072	2,771	78,199	79,934	79,934	0	6
Materials and services	23,833	14,793	9,040	88,529	90,512	90,742	(230)	7
Depreciation and amortisation	10,242	11,431	(1,189)	40,969	40,969	40,969	0	
Amortisation - Intangible Assets	0	0	0	0	0	0	0	
Amortisation - Right of Use	0	0	0	0	0	0	0	
Bad and doubtful debts	147	108	39	568	568	568	0	
Borrowing Costs	367	361	6	1,390	1,390	1,390	0	
Finance Costs	0	0	0	0	0	0	0	
Other expenses	144	99	45	724	758	758	0	
Fair Value adjustments for investment property	0	0	0	0	0	0	0	
Share of net losses on associates and joint ventures accounted for by the equity method	0	0	0	0	0	0	0	
Total expenses	52,576	41,864	10,712	210,379	214,131	214,361	(230)	
Net Surplus	131,064	136,004	4,940	60,114	76,614	76,384	(230)	

Notes:

1. Statutory Fees and Fines - Revenue from parking fines are \$561k ahead of YTD budget, while Town Planning Permits are \$146k favourable to YTD budget. Revenue levels will be monitored and forecast increases in these areas may occur.
2. User Fees - Unfavourable variance to budget primarily due to timing issues for Tip fees \$694k and Library Management Services \$258k.
3. Capital Grants - YTD variance considered to be a timing issue only.
4. Operating Grants - YTD variance considered to be a timing issue mostly related to Victorian Grants Commission funding assumptions.
5. Other Income - Additional interest revenue driven by higher interest rates available and higher cash balances held than budgeted.
6. Employee Costs - Favourable YTD due to ongoing vacant positions and also due to savings of \$766k in the annual Workcover Premium to budget which will be recognised in future forecast adjustments.
7. Materials and Services - The large YTD favourable variances are primarily considered timing issues for invoicing and works delivery, this is reflected by the large value of raised Purchase Orders and timing for the EPA levy quarterly costs.

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Balance Sheet - City of Ballarat

As at 30 September 2022

	Year to Date (YTD)			Annual			Variance	Notes
	Adjusted Budget	Actual	Variance	Adopted Budget	Adjusted Budget	Forecast	Adj Budget v Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Assets								
Current Assets								
Cash and cash equivalents	157,636	168,005	10,369	50,368	63,462	81,100	17,638	
Trade and other receivables	11,958	5,382	(6,576)	6,458	8,480	8,480	0	
Rates Receivables	103,220	115,045	11,825	5,500	5,500	5,500	0	1
Fire Services Levy	8,642	9,807	1,165	0	0	0	0	
Other Financial Assets	2	2	0	2	2	2	0	
Inventories	456	520	64	456	435	435	0	
Non-Current Assets Classified as Held for Sale	0	0	0	0	0	0	0	
Other assets	200	770	570	1,307	1,742	1,742	0	
Total Current Assets	282,114	299,531	17,417	64,091	79,621	97,259	17,638	
Non-Current Assets								
Trade and other receivables	0	0	0	0	0	0	0	
Other Financial Assets	0	0	0	0	0	0	0	
Investments in associates, joint ventures and subsidiaries	0	0	0	0	0	0	0	
Property, infrastructure, plant and equipment	2,288,681	2,289,453	772	2,109,953	2,313,752	2,295,884	(17,868)	
Right of Use Asset	1,678	1,095	(583)	1,678	1,095	1,095	0	
Investment Property	0	0	0	0	0	0	0	
Other Non-Current Assets	158	2,012	1,854	158	2,387	2,387	0	
Works in Progress Expense - Current Year	31,753	8,399	(23,354)	127,357	149,437	149,437	0	2
Total Non-Current Assets	2,322,270	2,300,959	(21,311)	2,239,146	2,466,671	2,448,803	(17,868)	
Total Assets	2,604,384	2,600,490	(3,894)	2,303,237	2,546,292	2,546,062	(230)	
Liabilities								
Current Liabilities								
Trade and other payables	9,089	1,218	7,871	9,089	9,089	9,089	0	
Fire Services Levy	12,325	14,213	(1,888)	0	0	0	0	
Trust funds and deposits	14,138	11,680	2,458	14,138	14,138	14,138	0	
Provisions	15,368	13,994	1,374	15,735	15,368	15,368	0	
Interest-bearing loans and borrowings	3,519	3,540	(21)	4,166	4,166	4,166	0	
Lease Liabilities	457	401	56	457	401	401	0	
Unearned Income	0	0	0	0	0	0	0	
Other Current Liabilities	0	0	0	0	0	0	0	
Total Current Liabilities	54,896	45,046	9,850	43,585	43,162	43,162	-	
Non-Current Liabilities								
Trust Funds and Deposits	0	0	0	0	0	0	0	
Provisions	23,058	24,473	(1,415)	10,603	23,058	23,058	0	3
Interest-bearing loans and borrowings	31,047	31,048	(1)	39,540	39,540	39,540	0	
Lease Liabilities	1,153	752	401	1,153	752	752	0	
Other Non-Current Liabilities	0	0	0	0	0	0	0	
Total Non-Current Liabilities	55,258	56,273	(1,015)	51,296	63,350	63,350	0	
Total Liabilities	110,154	101,319	8,835	94,881	106,512	106,512	0	
Net Assets	2,494,230	2,499,171	4,941	2,208,356	2,439,780	2,439,550	(230)	
Equity								
Accumulated surplus	1,350,312	1,350,312	0	1,372,086	1,350,312	1,350,312	0	
Reserves	1,012,854	1,012,854	0	776,157	1,012,854	1,012,854	0	
YTD Surplus/(Deficit)	131,064	136,004	4,940	60,113	76,614	76,384	(230)	
Total Equity	2,494,230	2,499,171	4,941	2,208,356	2,439,780	2,439,550	(230)	

Notes:

1. Rates Receivable and Fire Service Levy balances are high due to rates being raised in full during July.
2. Work in Progress assets are less than YTD budget due to the timing of the capital works program. An initial forecast reduction of \$19.7m was put forward to the September Council meeting.
3. The non-current provision balance mostly relates to Landfill Rehabilitation.

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Cash Flow Statement - City Of Ballarat

Period Ending 30 September 2022

	Year to Date Inflows/(Outflows)			Annual Inflows/(Outflows)				Variance Adj Budget v Forecast \$'000	Notes
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000			
Cash flows from operating activities									
Rates and charges	36,915	30,019	(6,896)	141,743	139,277	139,277	0	1	
Statutory fees and fines	1,319	1,776	457	6,278	6,278	6,278	0		
User Fees	5,406	7,339	1,933	22,119	25,146	25,146	0		
Grants Operating	4,834	2,914	(1,920)	27,344	26,855	26,855	0		
Grants Capital	6,128	2,735	(3,393)	18,441	18,337	18,337	0	2	
Contributions Monetary	3,664	2,694	(970)	14,330	14,330	14,330	0		
Interest received	189	0	(189)	600	750	750	0		
Net GST Payment/Refund	0	1,609	1,609	0	0	0	0		
Other receipts	481	1,709	1,228	1,894	1,751	1,751	0		
Trust funds	0	(1,883)	(1,883)	0	(2,067)	(2,067)	0		
Fire Services Levy	3,683	1,765	(1,918)	0	0	0	0		
Employee Costs	(17,843)	(15,018)	2,825	(78,199)	(79,934)	(79,934)	0	3	
Materials and Services	(22,681)	(27,100)	(4,419)	(88,530)	(95,141)	(95,371)	(230)	4	
Short-term, low value and variable lease payments	0	0	0	0	0	0	0		
Other payments	(144)	(99)	45	(724)	(758)	(758)	0		
Net cash provided by (used in) operating activities	21,951	8,460	(13,491)	65,296	54,824	54,594	(230)		
Cash flows from investing activities									
Payments for property, infrastructure, plant and equipment	(31,754)	(8,293)	23,461	(127,357)	(169,175)	(151,307)	17,868	5	
Proceeds from sale of property, infrastructure, plant and equipment	492	457	(35)	3,103	2,703	2,703	0		
Loans and advances to community organisations	0	0	0	0	0	0	0		
Repayment of loans and advances from community organisations	0	0	0	0	0	0	0		
Net cash provided by (used in) investing activities	(31,262)	(7,836)	23,426	(124,254)	(166,472)	(148,604)	17,868		
Cash flows from financing activities									
Finance costs	(413)	0	413	(1,390)	(1,390)	(1,390)	0		
Proceeds from interest bearing loans and borrowings	0	0	0	12,750	12,750	12,750	0		
Repayment of interest bearing loans and borrowings	(1,173)	(1,152)	21	(4,783)	(4,783)	(4,783)	0		
Interest paid - lease liability	0	0	0	0	0	0	0		
Repayment of lease liabilities	0	0	0	0	0	0	0		
Net cash provided by (used in) financing activities	(1,586)	(1,152)	434	6,577	6,577	6,577	0		
Net increase/(decrease) in cash and cash equivalents	(10,897)	(528)	10,369	(52,381)	(105,071)	(87,433)	(35,052)		
Cash and cash equivalents at the beginning of the period	168,533	168,533	0	102,749	168,533	168,533	65,784		
Cash and cash equivalents at the end of the period	157,636	168,005	10,369	50,368	63,462	81,100	30,732		

Notes:

1. YTD Cash flow from Rates and Charges is unfavourable by \$6.9m. This is considered to be a timing issue based on budgeted assumptions on the timing of rate payment receipts.
2. YTD grants budget is considered to be of a timing nature based on funding assumptions.
3. Employee costs are down which is reflective of the YTD savings due to vacant positions.
4. Materials and Service payments are above budget YTD primarily due to the timing of invoicing and creditor payments.
5. Cash flows from investing activities are tracking well below budget due to the level of capital works that have been delivered YTD.

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Statement of Capital Works - City of Ballarat

Period Ending 30 September 2022

	Year to Date			Annual			Variance
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Adj Budget v Forecast \$'000
Property							
Land	0	1	(1)	0	10,000	10,000	0
Land improvements	50	0	50	200	200	200	0
Total land	50	1	49	200	10,200	10,200	0
Buildings							
Buildings	3,579	290	3,289	12,400	13,052	8,727	4,325
Heritage buildings	270	52	218	9,281	9,464	6,044	3,420
Building improvements	1,172	378	794	5,303	6,737	4,957	1,780
Leasehold improvements	0	0	0	0	0	0	0
Total buildings	5,021	720	4,301	26,984	29,253	19,728	9,525
Total property	5,071	721	4,350	27,184	39,453	29,928	9,525
Plant and equipment							
Heritage plant and equipment	0	0	0	0	0	0	0
Plant, machinery and equipment	1,517	53	1,464	4,966	6,488	5,488	1,000
Fixtures, fittings and furniture	62	8	54	68	68	68	0
Computers and telecommunications	288	393	(105)	2,346	2,720	2,720	0
Library books	107	82	25	428	468	468	0
Total plant and equipment	1,974	536	1,438	7,808	9,744	8,744	1,000
Infrastructure							
Roads	9,585	1,639	7,946	35,308	48,581	48,581	0
Bridges	200	1	199	527	527	527	0
Footpaths and cycleways	150	509	(359)	800	1,682	1,682	0
Drainage	584	265	319	4,695	5,958	1,710	4,248
Recreational, leisure and community facilities	8,792	3,764	5,028	16,395	23,457	25,227	(1,770)
Waste management	289	62	227	7,359	9,627	4,762	4,865
Parks, open space and streetscapes	1,404	263	1,141	7,827	8,014	8,014	0
Aerodromes	1,730	70	1,660	11,304	11,529	11,529	0
Off street car parks	232	156	76	749	1,792	1,792	0
Other infrastructure	1,742	413	1,329	7,401	8,811	8,811	0
Total infrastructure	24,708	7,142	17,566	92,365	119,978	112,635	7,343
Total capital works expenditure	31,753	8,399	23,354	127,357	169,175	151,307	17,868
Represented by:							
New asset expenditure	16,899	4,771	12,128	61,955	91,024	83,277	7,747
Asset renewal expenditure	9,488	2,000	7,488	42,862	50,838	47,012	3,826
Asset expansion expenditure	0	0	0	0	0	0	0
Asset upgrade expenditure	5,366	1,628	3,738	22,540	27,313	21,018	6,295
Total capital works expenditure	31,753	8,399	23,354	127,357	169,175	151,307	17,868

Notes:

The variance between YTD adjusted Budget and YTD Actual is primarily due to the timing of the Capital Works program.

The Capital Works statement is showing total spend to 30 September of \$8.4m. This is:

- 26% of the adjusted year to date budget of \$31.8m;
- 7% of the adopted annual capital works budget of \$127.4m.

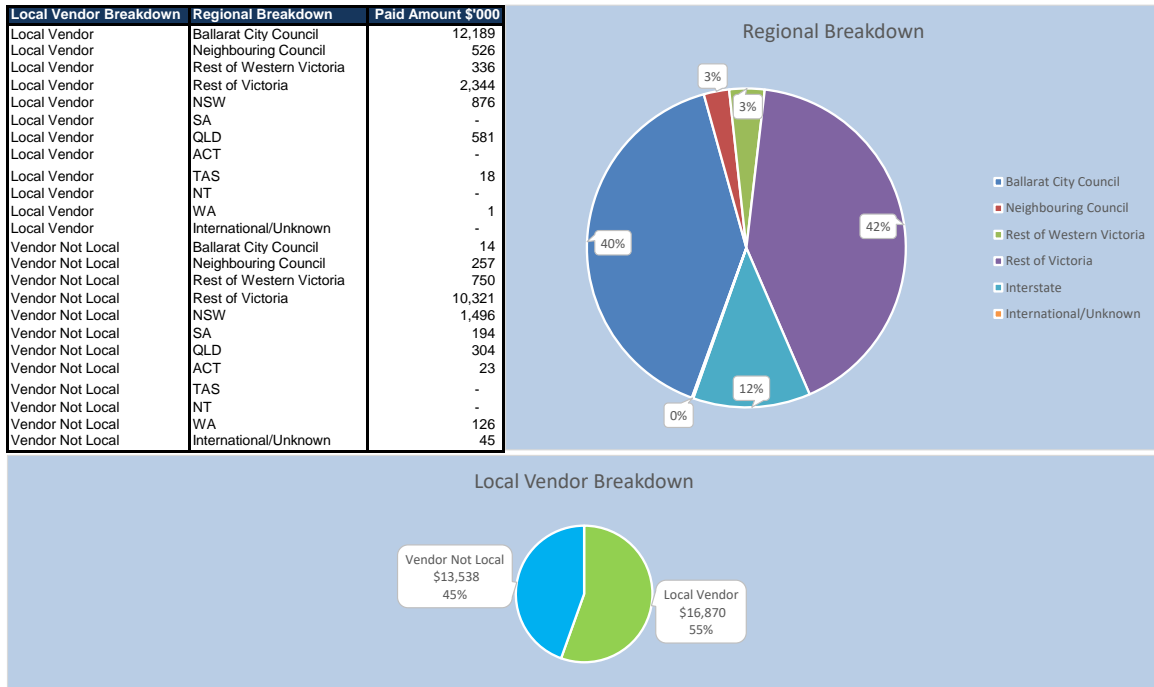
Significant project underspends compared to YTD adjusted budget include;

- DCP Construction \$5.3m
- Major Infrastructure Renewal \$1.8m
- Airport Runway \$1.7m
- Central Library \$1.6m
- Bakery Hill \$1.4m

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Local Spend Summary - City Of Ballarat Period Ending 30 September 2022



Notes:

- Interstate vendors that have been classified as local, relate to local branches or businesses that have a head office interstate. i.e. it is considered that these businesses employ local people and contribute to the local economy.

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Investments Summary - City Of Ballarat

Period Ending 30 September 2022

Institution	Percentage of Total investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
AMP - Laminar Capital	2.92%	Term Deposit	\$ 4,500,000.00	3.65%	20/07/2022	21/12/2022
AMP - Laminar Capital	2.27%	Term Deposit	\$ 3,500,000.00	3.85%	14/09/2022	15/02/2023
AMP - Laminar Capital	1.30%	Term Deposit	\$ 2,000,000.00	3.85%	14/09/2022	22/02/2023
Bank of Queensland	3.90%	Term Deposit	\$ 6,000,000.00	2.14%	19/05/2022	19/10/2022
Bank of Queensland	3.90%	Term Deposit	\$ 6,000,000.00	2.21%	25/05/2022	26/10/2022
Bank of Queensland	2.60%	Term Deposit	\$ 4,000,000.00	2.26%	25/05/2022	2/11/2022
Bank of Queensland	3.90%	Term Deposit	\$ 6,000,000.00	3.46%	31/08/2022	1/02/2023
Bank of Queensland	0.65%	Term Deposit	\$ 1,000,000.00	3.70%	5/10/2022	8/03/2023
Bank of Queensland	3.90%	Term Deposit	\$ 6,000,000.00	3.80%	5/10/2022	15/03/2023
Bank of Queensland	1.30%	Term Deposit	\$ 2,000,000.00	3.85%	5/10/2022	22/03/2023
Bank of Queensland - Laminar Capital	3.90%	Term Deposit	\$ 6,000,000.00	3.28%	17/08/2022	11/01/2023
Bank of Queensland - Laminar Capital	3.90%	Term Deposit	\$ 6,000,000.00	3.28%	17/08/2022	18/01/2023
Bendigo & Adelaide Bank	0.65%	Term Deposit	\$ 1,000,000.00	2.30%	1/06/2022	2/11/2022
Bendigo & Adelaide Bank	2.60%	Term Deposit	\$ 4,000,000.00	2.40%	1/06/2022	9/11/2022
Bendigo & Adelaide Bank	1.95%	Term Deposit	\$ 3,000,000.00	2.65%	8/06/2022	9/11/2022
Bendigo & Adelaide Bank	2.60%	Term Deposit	\$ 4,000,000.00	3.10%	15/06/2022	23/11/2022
Bendigo & Adelaide Bank	2.60%	Term Deposit	\$ 4,000,000.00	3.40%	27/07/2022	21/12/2022
Bendigo & Adelaide Bank	1.30%	Term Deposit	\$ 2,000,000.00	3.42%	27/07/2022	28/12/2022
Commonwealth Bank	0.65%	Term Deposit	\$ 1,000,000.00	1.92%	11/05/2022	5/10/2022
Commonwealth Bank	3.25%	Term Deposit	\$ 5,000,000.00	1.92%	11/05/2022	12/10/2022
Commonwealth Bank	2.60%	Term Deposit	\$ 4,000,000.00	1.93%	4/05/2022	5/10/2022
Commonwealth Bank	3.90%	Term Deposit	\$ 6,000,000.00	2.68%	8/06/2022	16/11/2022
Commonwealth Bank	3.90%	Term Deposit	\$ 6,000,000.00	3.13%	6/07/2022	7/12/2022
Commonwealth Bank	2.60%	Term Deposit	\$ 4,000,000.00	3.16%	3/08/2022	28/12/2022
Commonwealth Bank	2.60%	Term Deposit	\$ 4,000,000.00	3.20%	6/07/2022	14/12/2022
Commonwealth Bank	3.90%	Term Deposit	\$ 6,000,000.00	3.27%	10/08/2022	4/01/2023
Commonwealth Bank	3.90%	Term Deposit	\$ 6,000,000.00	3.34%	24/08/2022	25/01/2023
Commonwealth Bank	2.60%	Term Deposit	\$ 4,000,000.00	3.40%	20/07/2022	14/12/2022
Suncorp	1.95%	Term Deposit	\$ 3,000,000.00	3.07%	22/06/2022	23/11/2022
Suncorp	4.55%	Term Deposit	\$ 7,000,000.00	3.14%	22/06/2022	30/11/2022
Suncorp	3.57%	Term Deposit	\$ 5,500,000.00	3.45%	7/09/2022	8/02/2023
Suncorp	1.62%	Term Deposit	\$ 2,500,000.00	3.58%	14/09/2022	15/02/2023
Suncorp	1.30%	Term Deposit	\$ 2,000,000.00	3.83%	21/09/2022	1/03/2023
Suncorp	2.60%	Term Deposit	\$ 4,000,000.00	3.84%	12/10/2022	22/03/2023
Suncorp	2.60%	Term Deposit	\$ 4,000,000.00	4.00%	28/09/2022	22/02/2023
Suncorp	2.60%	Term Deposit	\$ 4,000,000.00	4.00%	28/09/2022	1/03/2023
Suncorp	3.25%	Term Deposit	\$ 5,000,000.00	4.00%	28/09/2022	8/03/2023

Total Investments

\$ 154,000,000.00

Total % of Non Fossil Fuel Lending Institutions

35.71%

Notes:

To manage risk, all funds are invested to meet the requirements within Council investment procedure and to enable Council's treasury function to be managed efficiently. Eg. Diversity, appropriately rated institutions.

In implementing Council's resolution to divest from institutions supporting fossil fuel investment, a number of new investment have been made with Bendigo & Adelaide Bank and Suncorp. These investments represent 35.71% of total funds invested at 30 September 2022 and have been invested at rates that are considered comparable to other institutions.

During recent months there has been a noticeable increase in investment rates that Council has been able to take advantage of. Given the recent RBA movements and commentary, rates are likely to continue to increase in the months ahead.

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Goal 1: An environmentally sustainable future

1.1 Transition towards zero emissions

Development of an Environmental Sustainable Design (ESD) Policy and Framework for Council assets	In Progress	Project plan currently being developed.
Educational programs for children with focus on electricity/water saving	In Progress	Educational programs being provided that allow children to learn about saving and reusing water including collecting rainwater, using tank water, planting, and caring for the environment.
Participate in opportunities towards transitioning to zero emissions	Ongoing	Reviewing options for hybrid vehicles
Support solar energy efficiencies installations on community buildings	Ongoing	Actively supporting and providing advice to support solar efficient installations on community buildings

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CITY OF BALLARAT
Council Plan 2021–2025



Electric Vehicle Transition Plan - installation of Electric Vehicle charging stations **In Progress**

Site assessment of the Depot on requirements for electric vehicle charging stations initiated in August 2022. Other locations are being determined for detailed investigation.

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CITY OF BALLARAT
Council Plan 2021–2025
**1.2 Transition towards zero waste**

Exploration of nappy waste solutions with the Environmental Sustainable Design team

In Progress

ESD team exploring new options regarding nappy recycling concepts post waste expo. Children's Services and ESD team will liaise with new company to better understand if implementation is possible and requirements.

Implement "in-truck" reporting and data management system

In Progress

Operational Requirements currently being documented

Update the Resource Recovery and Waste Management Strategy

In Progress

Project inception meeting occurred during October

Development of the Kerbside Transition Plan to align with Recycling Victoria Policy 2020

In Progress

First round of Community Consultation expected to commence in November

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Council Plan 2021–2025


Explore opportunities to retain the value of waste materials locally	In Progress	Circular Economy Precinct - EOI under development and expected to be released February 2023 E-waste project scope being developed
Continue to work with the Victorian Government to progress a circular economy precinct of regional significance	In Progress	Circular Economy Precinct EOI under development by working group consisting of DELWP, DV, RV, RDV and SV. Grant application made for Regional Recycling Infrastructure fund
Participate in opportunities towards transitioning to zero waste	Ongoing	Ongoing - reviewing options at the Animal Shelter to reduce waste.

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CITY OF BALLARAT
Council Plan 2021–2025

1.3 Support Communities to be adaptive and resilient to a changing climate

Ongoing promotion of Council's nappy and sanitary product rebate program with family, youth, and children's programs

In Progress

The Early Years team and Sustainable Environment team have promoted the rebate through the Parent Place and are currently working on broader promotion to the public through social media, information sessions, and targeted promotion through the hospitals.

Delivery of the Nature Stewards program for Spring / Summer

In Progress

Program expected to commence in the first week of October and scheduled to be finished mid- December

Continue partnership with Central Highlands Water to implement improved access to recycled and storm water for sports grounds

In Progress

The Recreation Services Unit is collaborating with the Infrastructure and Environment team to progress this project.

Implement and report on the new Ballarat Municipal Emergency Management Plan 2022

In Progress

Municipal Emergency Management Plan (MEMP) draft approved by the MEMP committee.
Design and formatting completed by Council's Visual Communications Officer. MEMP to be submitted to Regional Emergency Management Planning (REMP) assurance subcommittee for approval.

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Council Plan 2021–2025


1.4 Provide lower carbon transport options

In conjunction with the objectives of the Integrated Transport Action Plan, identify future capital works that help to best deliver lower carbon transport options	In Progress	Wayfinding and signage program scoped and under development for staged delivery. Future missing links program identified and priority projects progressing through to concept planning.
Deliver annual capital projects that expand the City's footpath and bicycle path networks	In Progress	<p>Victoria Park Connection – complete</p> <p>Sturt St B-Path – Dawson to Grenville 95% complete</p> <p>Grenville St Bike Path South - construction about to commence</p> <p>Grenville St North section - in design</p> <p>Grenville St Mid Section - part of B-Mall design/construction</p> <p>Steinfeld St Section - 95% complete</p> <p>Macarthur St – Lake Wendouree - includes completed section Lydiard – Creswick Rd.</p> <p>Still to do: Doveton St pedestrian crossing + Macarthur St connection to Wendouree Pde</p>
Develop an Integrated Transport Plan which will identify future capital works that help to deliver lower carbon transport options across the City	In Progress	Scope of works for consultant being finalised.
Continue to review the Smarter Parking Initiative and	Ongoing	Worked with City Design and Engineering and Infrastructure for parking

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Council Plan 2021–2025



Electric Vehicle Transition Plan - develop a transition plan for Council fleet to Electric Vehicles

In Progress

Draft report on fleet transition plan submitted by the consultant in September 2022 is currently being reviewed.

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CITY OF BALLARAT
Council Plan 2021–2025



1.5 Improved stewardship of our natural resources and protection and enhancement of biodiversity

Development of a 3-year Biodiversity Strategy in conjunction with the Ballarat community

In Progress

Biodiversity Vision and Commitment Statement expected to be endorsed by Council at November Council Meeting.
Strategy development to commence following endorsement of Vision Commitment Statement

Continue to work with developers and builders on ensuring the implementation of appropriate construction management plans

Ongoing

Ongoing - Compliance team continue to work with Builders to ensure better construction management onsite to reduce impacts offsite.

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1.6 Adopt more sustainable practices for our core business

Continue to progress the work towards a new Ballarat Animal Shelter that is aimed towards sustainable building outcomes **In Progress**

Concept designs being developed for new Ballarat Animal Shelter.

Sustainable Procurement Evaluation Framework to be developed **In Progress**

Submissions for this Framework have been received and are being considered by Council's Waste and Environment Unit.

Complete masterplan for the Ballarat Regional Landfill **In Progress**

Project Charter completed and endorsed

Delivery of year 1 actions of Elevating Integrated Water Ballarat **In Progress**

Project Planning documents developed and endorsed. Procurement of design scheduled to commence week of 31 October

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Council Plan 2021–2025


Completion of Cell I Stage 2 at the Ballarat Regional Landfill	In Progress	Construction commenced and on track for completion by 30 June 2023
Deliver sustainable heating, cooling and insulation solutions in community facilities throughout building via our asset renewal program	Ongoing	Actively supporting sustainable heating, cooling and insulation solutions in community facilities throughout buildings via our asset renewal program
Implementation of recycle & co-mingle recycle in Lucas Community Hub	Completed	Waste recycling has been implemented at Lucas Community Hub- There is now a recycle bin in the staff room/kitchen as well as a RedCycle bin for soft plastics. Recycle bin in nurses storeroom used by all nurses MCH & Immunisation-Paper and cardboard General recycle bin in foyer for all to use.
Development of an Environmental Management System to reduce and manage environmental impacts and responsibilities while operating efficiently	Not Yet Started	Work expected to begin Q2 2022/23.

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CITY OF BALLARAT
Council Plan 2021–2025



Pursue road construction techniques with less reliance on virgin quarry materials **Ongoing**

Continuation of trial products such as Nanotech Civil's Terra Liquid. This is a road pavement stabilisation and waterproofing treatment to reduce consumption of quarry products in rural road rehabilitation.

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Goal 2: A healthy, connected, and inclusive community

2.1 Provide a socially equitable response to municipal growth and change

Develop an Affordable Housing Strategy	In Progress	Internal engagement undertaken on advanced draft of the Strategy. Consultants SGS awaiting on October Census data to finalise statistics and present final draft to Council.
Implement Active Women and Girls Action Plan	In Progress	Work has commenced to review the recently released guidelines from the State Government that will guide future work to ensure that there are programs within Council that ensure the equitable access to Sporting Facilities. An internal Council working Group has been established to progress this program. Furthermore, ongoing capital projects that are improving facilities for female athletes continues - examples include North Ballarat netball Change rooms, Victoria Park Pavilion, and Wendouree West Community Facility. The City of Ballarat has also facilitated that a major national female sporting event (WBBL) competition and festival of cricket occur at the Eastern Oval from 29-31 Oct 2022.
Implementation of Community Infrastructure Plan action plan and continued funding and advocacy for facilities and programs that meet the needs of our growing community	In Progress	Early childhood facilities - Design of new Alfredton Community Hub incorporating early learning and community spaces is underway supported by VSBA Building Blocks grant of \$2.25m. State government recent 'Best Start, Best Life' policy announcement and implementation of 30 hours of funded four-year-old kindergarten, will have implications for infrastructure requirements beyond 2025. Review of pipeline projects commenced.
Complete feasibility study on development of new integrated youth hub	In Progress	Drafting of EPMO documentation commenced, anticipated to be submitted in Nov 2022 PSC for permission to proceed. Site visit also being arranged to metro Youth Hub.

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Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community

In Progress

Early work commenced on multiple options of service delivery

Commence construction of Alfredton Community Hub

In Progress

Concept plans completed and detailed design underway. Confirmed VSBA grant funding of \$2.25M.

Implement Year One of Council's new Community Infrastructure Plan 2022-2037

In Progress

Alfredton (Ballymanus) Community Hub in detailed design phase. Planning for Sebastopol Community Hub underway. Advocacy work for external funding for Royal Park (stage 2) and Eastwood Community Hub.

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Implementation of universal access to three-year-old kindergarten

Ongoing

We have worked with local providers to ensure that three-year-old kindergarten is rolled out across Ballarat and uptake is strong.

Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations

In Progress

Early work has commenced on this study weighing the opportunities of whether a mobile library is more suitable or library kiosks in key community locations would be a better alternative.

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2.2 Enhance social cohesion, address isolation and loneliness, and support vulnerable communities

Develop and implement a marketing and promotions plan which uses a variety of media and communication channels to increase awareness and understanding of available library services **In Progress**

Early work has commenced to review existing documentation, scope revised document, and identify key components.

Implement actions from Council's new Gambling Harm Minimisation Policy 2022 **In Progress**

Chaired quarterly stakeholder meeting Ballarat Gambling Harm Prevention Taskforce, Attended Gambling Harm Awareness Week planning session with local stakeholders. Completed pulse-check of EGM expenditure across Ballarat municipality based on VGCCC data completed. Ongoing relationships maintained with community organisations with reintroduction of Ballarat Gambling Harm Prevention Taskforce in lieu of the now completed All-In Taskforce.

Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services **In Progress**

Upgrades scheduled with Libraries Victoria. Quotes being sourced for developing for standalone platform.

Implement and embed Multi-Agency Risk Assessment and Management (MARAM) framework and Child Safe Standards across all City of Ballarat services, policies, and frameworks **In Progress**

Child Safety and Gender Equity Officer employed. Child Safety training underway across the organisation. Family, Youth and Children's Services undertaking MARAM alignment and training.

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Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program **In Progress**

Several programs of inclusion have been initiated at BALC. An example was the recent LGBTIQ+ event that coincided with the AFLW pride round that was played at Mars Stadium.

Deliver inclusive creative events, culture, and social connection programs to young people 12 -25 **In Progress**

Variety of youth arts, social and recreation events delivered to community through period. Examples include cooking workshop, 3 x self defence programs (male, female, LGBTIQ+), multiple art workshops, Youth Fest, Live music, music industry workshops. Stand Up Paddle boarding and Skate are planned for upcoming events.

Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding **In Progress**

A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.

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Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs	In Progress	A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.
Engage secondary schools/flexible learning options in respectful relationships and bullying prevention initiatives	In Progress	Work has commenced through engagement of Ballarat Community Health - Creative Arts Team to develop pilot of 'Expect Respect'. The program will focus on modelling and focusing on positive behaviour in social relationships. Planned school pilots were cancelled for 2022 due to school circumstances but anticipated to be delivered in first half of 2023. Involves a community consortia supporting initiative.
Develop and deliver, in collaboration with aligned community partners, lifelong learning programs and resources to build capacity in adult literacies, digital literacies, financial literacies, health literacies, information literacies and civic literacies	In Progress	A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.
Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community	In Progress	A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.

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Complete annual Children's consultations	In Progress	Children's consultations are currently being planned.
Complete scoping of new online Community Directory	In Progress	Initial project scoping has been initiated and this work will be continued by the Engaged Communities team.
Continue to engage with other local, state, and federal departments to identify strategies to assist with supporting better social cohesion, isolation/loneliness, and vulnerable communities across all areas of regulatory services	Ongoing	Ongoing - Compliance team continue to interact with other support networks and agencies when dealing with vulnerable communities/individuals. Reviewing the need to reactivate multi-agency Hoarding and Squalor Network.
Continue provision of community drop-in and outreach programs at Parent Place e.g. lactation support, family violence and legal aid	Ongoing	This work has continued in Parent Place with targeted sessions held to support families, and the Outreach program is currently under development.

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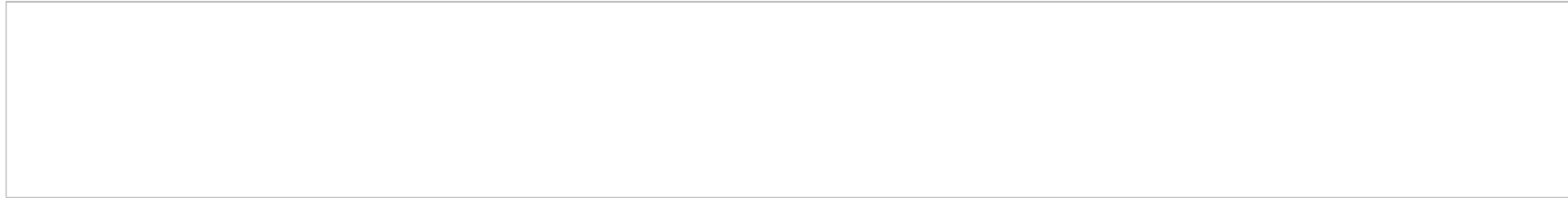

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Continue provision of programs that support vulnerable communities including supported playgroups and parent groups	Ongoing	Supported Playgroups and targeted programs continue to be delivered in areas identified as having vulnerable communities.
Connect with our older residents to assist them to connect with relevant activities and to participate, to partner with community groups, and other organisations so that a complimentary suite of opportunities are available across Ballarat which address our ageing community's needs Provide assistance to understand My Aged Care system	Ongoing	Ballarat Senior of the Year Awards scheduled to be conducted in October 2022. Development of a Ballarat Senior Festival Month Festival program partnering with community stakeholders and distributing across Ballarat and the wider region. Supporting the Ballarat Senior Citizens Clubs Partnering with BALC, Libraries and community to deliver a suite of social inclusion activities. Residents Community forums to inform the community about the Aged Care Reforms / navigating My Aged Care.
Investigate the City of Ballarat becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City	In Progress	Work is in progress to establish a Learning Network across Ballarat. The first meeting of this network will occur in February 2023

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2.3 Support and improve community learning, community health and wellbeing

Co-ordinate implementation and evaluation of Year Two of Council's Public Health & Wellbeing Plan 2021-2025	In Progress	<p>Annual review of plan commenced. Have secured additional funding from VicHealth for the development of a local food coalition which will be facilitated by Sustain. 41 graduates in the Daughters of the West program for 2022. Working with St James Primary School (P.S) to develop a student led sustainability solutions project and launched an Active paths program with Caledonian P.S. Supported local This Girl Can Week with communications materials, 15 clubs offering sessions. Great involvement of Mt Clear P.S students in the development and naming of branding characters for the healthy choices project at Selkirk Stadium and outdoor pools, and with young people in the design of skate and basketball court elements at MR Power Park.</p>
Partnership with Ballarat Community Health Achievement Program and Smiles for Miles including dental visits for 3- and 4-year-old kindergarten	In Progress	<p>Wendouree and Girrabanya both achieved smiles for miles award. Healthy achievement program working group to be developed in November</p>
Activation and delivery of the Live4Life program (youth mental health and wellbeing program) to Ballarat secondary schools	In Progress	<p>Expression Of Interest completed to become Live4Life community. Community and schools' partnership group established and meeting monthly. Anticipated 6 - 9 schools will be involved in 2023 delivery.</p>
Implement Active Ballarat Action Plan	In Progress	<p>Main areas of focus continue to be as follows: Implementation of the Capital Infrastructure Program Maximising Facility Access through the Recreation Reserve Bookings program</p>

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Implementation of Maternal Child Health (MCH) Sleep and Settling program initiative **Ongoing**

Participation numbers in the Sleep and Settling Program continues to grow. Staff have been promoting the information groups at local GP clinics, kindergartens etc. Feedback from participants has been excellent to date.

Engage in opportunities for community education programs - responsible pet ownership programs, developer/builder education programs, education programs through the Ballarat Animal Shelter **Ongoing**

Ongoing - continue to liaise with EPA and VBA towards education programs for builders and developers.
Conducting education for pet owners regarding responsible pet ownership.

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2.4 Enhance a sense of pride and belonging for residents

Engage with community around local laws and continue to provide education to achieve compliance

Ongoing

Ongoing work occurring to engage and educate community members to achieve compliance.

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2.5 Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples

Indigenous naming of community rooms at Lucas Community Hub (in liaison with Traditional Owners)

In Progress

Initial consultation regarding room names has occurred with Wadawurrung Aboriginal Corporation.

Establish a program to acknowledge traditional custodians at new sporting facilities and redevelopments

In Progress

Initial work has commenced with BADAC to develop a program through BALC.

Cultural Audit of Children's Services to continually assess program and practice

In Progress

Wendouree and Girrabanya both working with Aboriginal Liaison support worker to conduct cultural audit, identify gaps and implement actions.

Event celebrating Aboriginal and Torres Strait Islander Children's Day

Completed

Council worked with the Ballarat Libraries, the Ballarat and District Aboriginal Cooperative and the Department of Education and Training to host an event celebrating Aboriginal and Torres Strait Islander Children's Day.

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Participate in opportunities to support reconciliation with Aboriginal and Torres Strait Islanders	Ongoing	Through day-to-day business, continue to have regard for First Nations people towards achieving reconciliation.
Continue acknowledgements in early years programs, creating safe spaces and ensure Reconciliation Week, National Aborigines and Islander Day Observance Committee (NAIDOC) Week and Harmony Day are celebrated as core program activities	Ongoing	Working on embedding daily acknowledgements with all rooms. Will ensure significant events are celebrated as core program.
Delivery of cultural competency training to youth volunteers	Completed	Aboriginal cultural awareness training provided to Youth Ambassadors including sharing of lived experiences of stolen generation, opportunities to connect and recognise aboriginal culture.

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Deliver the Cultural Awareness Program	In Progress	Program developed. To be run in Q2 2022-23
Delivery of child and family initiatives in the Reconciliation Action Plan (RAP)	Not Yet Started	Awaiting adoption of Reconciliation Action Plan.
Implement and report on Year One of Council's new Reconciliation Action Plan 2022-2024	In Progress	Draft Reconciliation Action Plan placed formally on public exhibition by Council during the quarter.
Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the Aboriginal and Torres Strait Islander Library Information and Resource Network (ATSILIRN) Protocols for Libraries, Archives, and Information Services	In Progress	The City of Ballarat Libraries collection development guidelines are in the process of being updated to include these protocols. Work will also be undertaken to ensure that any culturally insensitive collection resources are placed in closed access.

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2.6 Provide opportunities for children, young people, and families

Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies

In Progress

A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.

Work in partnership with Family and Children's services to ensure that all early years literacy programs are evidence based in all libraries

In Progress

A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.

Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)

In Progress

A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs.

Deliver the Child Safe Awareness and Training Program

In Progress

Child Safe Awareness commenced. CEO advised all staff of new CS Standards and upcoming training. Mandatory training (online module) has been issued to all staff for completion.

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Implement Year 1 of Municipal Early Years Plan and Youth Strategy plans	In Progress	Youth Strategy is scheduled to go to 26 October 2022 Council meeting for adoption. Implementation being finalised to support delivery of year 1 initiatives. Municipal Early Years Plan adopted in June 2022. Year 1 implementation plan is being finalised.
Continue the delivery of the PlaySpace Strategy	Ongoing	Working collaboratively across the organisation to support the delivery of the PlaySpace strategy.
Upgrade skate parks in accordance with Teen and Tween Strategy	Not Yet Started	Planning for the next stage of planning will commence in the 3rd quarter of this Financial Year.

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Continue to work with Department of Transport to ensure that the school crossing program is the most effective based on need

Ongoing

Ongoing - School crossing program continuing.

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**2.7 Support our ageing community**

Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community

In Progress

Learning for Life framework in draft form. Successful ageism awareness activity to be piloted in October 2022.

Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing

In Progress

A Learning for Life framework is in draft form. This framework will inform program deliverables across lifelong learning, community programming, internal Council partnerships, reading, social, cultural and lifestyle programs. Pilot program to be held in October 2022.

Implementation of Year One actions in Ageing Well in Ballarat strategy, continue to support residents through the delivery of the Commonwealth Home Support Program, undertake a baseline assessment to determine Ballarat's Age Friendly Communities status and develop an awareness and education campaign to address Ageism in our community

Ongoing

Continuing to support residents by Commonwealth Home Support Program services Provision; Number of residents receiving services for the quarter-

- 8190 hours Domestic assistance
- 5147 Hours Social Support individual
- 930 hours personal care
- 974 Hours Home Maintenance
- 235 Hours of Occupational Therapy services
- 225 Hours Respite Care
- 11,500 Meals

Development of an Ageing Well Strategy currently being formalised.
Contributing to advocacy re bus network.
Partnering with the library and early years to implement intergenerational event.
Commenced development of Age Friendly Indicators.

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Continue delivery of facility maintenance and renewal programs such as public toilets, painting, playground, open space, and street furniture

Ongoing

Maintenance and renewal programs supporting public toilets, painting, playground, open space, and street furniture is an ongoing program

Participate in opportunities to support our ageing community

Ongoing

Ongoing - continuing to support and educate ageing community and develop strategies to assist with any obstacles encountered, particularly with Parking Technology.

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**2.8 Enhance Ballarat as a diverse, inclusive, and compassionate community****Deliver a Gender Equality, Diversity, and Inclusion Awareness Program****In Progress**

The Gender Equality Action Plan (GEAP) are being delivered including raising awareness of gender equality.

Embed universal design in all project planning and delivery**Ongoing**

Through the development of the ePMO, a framework to ensure universal design is considered consistently is being developed.

Continue implementation of BALC inclusion program**In Progress**

Several programs of inclusion have been initiated at BALC. An example was the recent LGBTIQ+ event that coincided with the AFLW pride round that was played at Mars Stadium.

Participate in opportunities to enhance a diverse, inclusive, and compassionate community**Ongoing**

Regulatory Services team continue to apply compassion and empathy when dealing with complex compliance matters and invite support networks in to assist when required.

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Implement and report on Year One of Council's new Inclusion Framework 2022	In Progress	Draft Inclusion Framework formally placed on public exhibition by Council during the quarter.
Implement and report on Year One of Council's new Disability Access & Inclusion Plan 2022-2026	In Progress	Draft Access & Inclusion formally placed on public exhibition by Council during the quarter.
Implement and report on Year One of Council's new Intercultural Strategic Plan 2022-2026	In Progress	Draft Intercultural Strategic Plan formally placed on public exhibition by Council during the quarter.

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**Implement and report on Year One of Council's new
LGBTIQA+ Inclusion Plan 2022-2024**

In Progress

Draft LGBTIQA+ Inclusion formally placed on public exhibition by Council during the quarter.

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2.9 Prepare proactively for emergencies and natural disasters

Develop flood modelling to progress with new flood overlays

In Progress

Scope of works finalised, sent and under consideration by flood modelling consultants.

Continue to proactively maintain high risk areas to reduce asset and property damage during natural disaster events

Ongoing

Contractors sourced to complete annual pit cleaning program in high-risk areas and proactively clean storm water network to reduce risk of flooding. Support agency during emergency events.

Deliver the facility Gutter Cleaning Program across Council facilities

Ongoing

The delivery of the Gutter Cleaning Program across Council facilities is an effective regime supporting the integrity of our facilities.

Continue to work with community and surrounding municipalities to support animal care and welfare during natural emergencies and in response to incidents of domestic violence and at request of Grampians Health

Ongoing

Ongoing - continually providing support to community and neighbouring municipalities as required during emergencies - recent flood events and for those experiencing domestic violence.

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Continue to provide assistance in response to emergency and natural disaster events	Ongoing	<p>Provided response and recovery assistance during events and continuing to work with Emergency services to plan response requirements for events</p>
Lead Council's Preparedness, Response, Recovery and Reporting for all emergency management incidents	Ongoing	<p>Key Emergency Management staff attended training for Municipal Emergency Management Officer (MEMO) and Municipal Recovery Manager (MRM). Staff developed capabilities to support preparedness, response, and recovery in emergencies.</p> <p>Emergency Management recruitment drive to internal staff to enhance the capability of council's requirements during and after an emergency. Eleven staff have indicated interest in multiple positions, these roles include Emergency Management Liaison Officers (EMLO), Secondary Post Impact Assessors (SIA), Emergency Relief Centre (ERC) support staff and Municipal Emergency Operations Centre (MEOC) support staff. Planned training to take place in the next six months to strengthen, preparedness, response, and recovery actions.</p> <p>Twelve staff in the extended Emergency Management team recently obtained the Certificate of Completion- Introduction to the Emergency Management Sector via Emergency Management Victoria EMV learning hub</p>

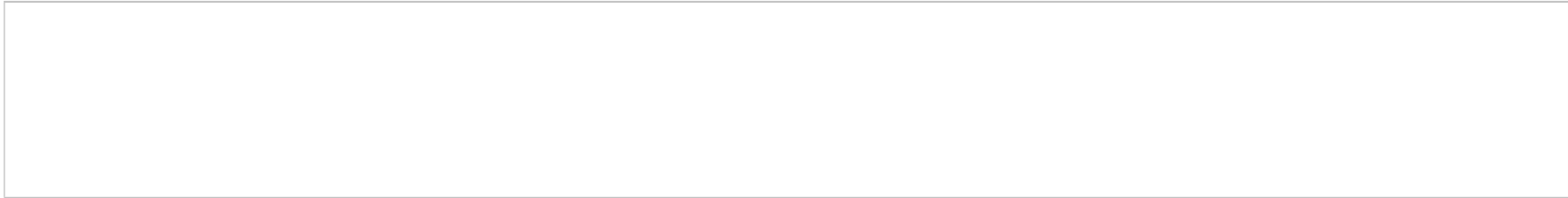
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Goal 3: Fostering sustainable growth

3.1 Ensure housing supply, diversity and affordability can meet the needs of our growing and changing community

Progress redevelopment opportunities for 5 Peel St South

In Progress

Expression of Interest submissions received. Officers currently working on removing development restrictions related to the site.

Progress of Housing Strategy and Housing Needs Analysis

Ongoing

Demand surveys for housing being undertaken to inform finalisation of Housing Needs Analysis. Census data released Oct 22 and being folded into Housing Needs analysis. Integration with VPA housing supply analysis being undertaken

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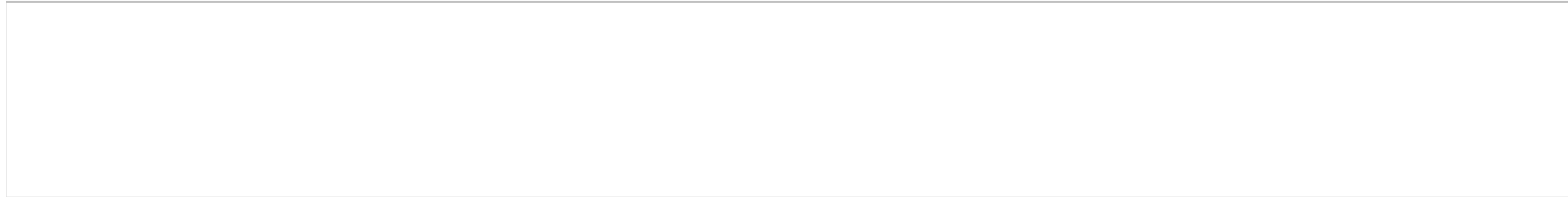
3.2 Facilitate opportunities for infill residential development

Develop an Employment Lands Strategy	In Progress	Scoped RFQs issued to consultants and proposals received. Currently reviewing submissions to appoint consultant.
Develop a Building Conversation Guide encouraging shop top living	In Progress	Work continues on developing conversation guides for encouraging shop top housing. Officers are currently working on regulatory challenges associated with shop top housing.
Develop a Central Business District (CBD) Urban Design Framework	Ongoing	Parking Survey completed and Parking Plan being updated. Bridge Mall Built Form Framework nearing draft completion. Briefing expected to go to Councillors in Nov 2022.
Ensure parking strategies are appropriate for infill residential development	Ongoing	Ongoing - continuing to liaise with internal and external networks to continually review and develop Smarter Parking Solutions.

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3.3 Ensure urban growth planning delivers high quality communities

Continue to work with builders/developers to ensure construction management plans are implemented in accordance with local laws

Ongoing

Ongoing - continuing to liaise with EPA and VBA towards education programs for builders and developers.
Conducting education for pet owners regarding responsible pet ownership.

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3.4 Ensure environmental sustainability outcomes are embedded in new developments

Include Environmental Sustainable Design principles in precinct structure plans **In Progress**

Ballarat North PSP has been shortlisted as part of an Innovation Pathway trial run by the VPA. If chosen, this will expedite a number of planned ESD initiatives in the PSP

Ensure that building works are in accordance with the Building Act and Building Code of Australia **Ongoing**

Consistently responding to matters to ensure that building works are undertaken in accordance with the Building Act and Building Code of Australia.

Consider Environmental Sustainable Design (ESD) initiatives in all planning and delivery of projects **Ongoing**

Through the development of the ePMO, a framework to ensure ESD initiatives are being considered consistently is being developed.

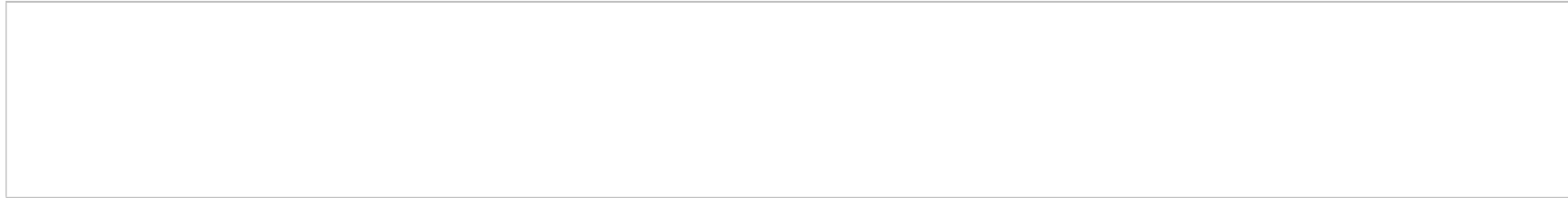
Prepare an ESD planning policy and work towards incorporating into the planning scheme **In Progress**

Submission to Minister for Planning undertaken in partnership with 23 other Vic councils. Currently with DELWP for consideration

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3.5 Achieve better quality sustainable design outcomes in both Council and private developments

Central Business District (CBD) and Bridge Mall Built form Guidelines and Structure Plan

Ongoing

Parking Survey completed and Parking Plan being updated. Bridge Mall Built Form Framework nearing draft completion. Briefing expected to go to Councillors in Nov 2022.

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3.6 Unlock potential in major brownfield redevelopment sites

Provide technical advice and support as required in relation to contaminated sites

Ongoing

Continue to support Sebastopol Gun Club clean up planning and participate in Contaminated Land Draft Report for Council.

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3.7 Create great precincts and places for people

Review and update the Ballarat Major Events Precinct Masterplan **In Progress**

With the Commonwealth Games fast approaching, officers are currently preparing a land use masterplan for the Ballarat Major Sports Precinct, which would be used as an advocacy document to achieve positive outcomes on behalf of Council. This project is a priority for officers given the short timeframes for planning.

Continue to develop master plans at Brown Hill Reserve, City Oval master Plan and Marty Busch Reserve **In Progress**

Marty Busch and Brown Hill master plans have continued to be developed and are now nearing completion. The City Oval plan master plan is also progressing.

Support and participate in opportunities in support of the creation of great precincts and places for people **Ongoing**

Ongoing - continuing to work with internal and external stakeholders alike to contribute to a greater understanding of Regulatory Framework when developing new precinct plans.

Deliver Stage 1 of the Ballarat Visitor Arrival masterplan **In Progress**

The project has been scoped and the RFQ distributed with 3 applications received for assessment with a view to appointing a consultant to commence in November.

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Initiate the Aquatic Strategy Review	Not Yet Started	The first stage of understanding the evidence, data and demands for aquatic services in the municipality will be to undertake a study that will provide the necessary data to inform any future strategic planning for aquatics across Ballarat. This initial piece of work is to be completed this financial year.
Plan and implement updates to the Ballarat Botanical Gardens Master Plan	Ongoing	Quotes being sourced for Update of conservation plan - Master Plan process to commence mid 2023.
Commission concept design work for a future Delacombe Town Centre Library and Community Hub	Not Yet Started	A review of where future community infrastructure will be located in Delacombe Town Centre is currently underway. As soon as a site has been determined for the future library, an EOI will be released for concept design work.

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Commission concept design work for a future Wendouree Library and Community Hub

Completed

Design work has been completed for this future project and initial community consultation work has been undertaken. An annual Quantity Survey will be carried out to ensure that we have a good understanding of associated future costs.

Completely refurbish the current Ballarat Library by 2023

In Progress

The building works for this project have been tendered and the successful tenderer is expected to be announced by Council in October. Works are expected to commence in November 2022. Ballarat Library is expected to close to the public in early November and a temporary library at Town Hall established for the duration of the building project

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Goal 4: Maintain, enhance, and conserve our natural and built assets

4.1 Reduce the renewal gap of existing assets

Continual improvement of the City of Ballarat asset management framework including new Asset Management Strategy and Asset Management Plans and procedures	In Progress	Now underway with workshops to model our road assets with Brightly Software which will provide a 10-year Capital Works plan designed to optimise our spending and retain a good level of service.
Deliver the 2022/2023 asset maintenance program	In Progress	Continuing to plan and source contractors for delivery of programs.
Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans	Ongoing	The review of the asset management framework including development of an updated Asset Management Strategy and associated plans is currently in progress.
Continue to work with the Traffic and Transport team and City Design team to influence good parking strategies and outcomes	Ongoing	Ongoing - continuing to interact and work with internal and external stakeholders to achieve good outcomes for parking and regulatory framework.

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Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans

In Progress

Review and update of the Asset Management Strategy and associated plans is ongoing, with a focus on building assets.

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4.2 Respect, conserve and celebrate our rich heritage

Continue to progress with Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form controls can better balance heritage and urban change	In Progress	Thematic History brief finalised and sent to Heritage Consultants. Statement of Significance and Citations completed for individual properties. Heritage Overlay (HO) 176 under review and methodology being established for benchmarked rollout across HO precincts.
Work in partnership with other heritage and cultural organisations to preserve the City of Ballarat's historical collections and stories and increase the accessibility of these collections	In Progress	Improving the catalogue records and quality of the storage. Microfilming newspapers to provide sustainable access.
Continue to progress World Heritage listing for the Central Victorian Goldfields	In Progress	Economic benefits report delivered and launched – World Heritage plus targeted investment will disperse \$435 million across the region from increased visitation by the tenth year. Initial site identification completed, regional consultation undertaken, ready for expert assessment. Awaiting results of funding application submitted to finalise site selection and deliver masterplan to build world-class experiences, grow jobs and get ready to step onto the world stage.
Develop 10-year capital works plan	In Progress	Now underway with workshops to model our road assets with Brightly Software which will provide a 10-year Capital Works plan designed to optimise our spending and retain a good level of service.

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Continue to maintain our natural and built assets in accordance with associated master plans, conservations plans and heritage requirements	Ongoing	<p>Maintenance and Capital programs ongoing.</p> <p>Continuing to maintain in accordance with master plans, conservation, and heritage requirements.</p>
Participate in opportunities to respect, conserve and celebrate our rich heritage	Ongoing	<p>Ongoing - continuing to work with internal and external stakeholders to ensure that our rich heritage is respected and preserved. Event Permits take into consideration Heritage factors.</p>
Deliver the annual Ballarat Heritage Festival	In Progress	<p>The 2022 Ballarat Heritage Weekend was successfully delivered. Ballarat Heritage Festival was accepted as a Finalist in the Festivals and Events Category at the Victorian Tourism Awards. Planning has commenced on event content for May 2023.</p>

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CITY OF BALLARAT
Council Plan 2021–2025

4.3 Deliver quality and targeted capital works projects to address growth pressures

Develop the business case for future stages of the Ballarat Western Link Road	In Progress	Currently progressing according to project plan.
Deliver the Operations capital program	In Progress	Contractors being sourced for delivery,
Plan for and deliver foundation infrastructure to protect Ballarat and surrounds from flooding and treat our storm water to best practice standards	In Progress	Major projects are still in the planning stages including Miners Rest Flood Mitigation Plan, The Gong, and Charlesworth Street Dam Wall upgrades. Other flood mitigation projects include DCP contributions such as the new wetlands at MR Power Park.
Deliver the Property and Facilities Capital Works Program	Ongoing	Delivery of the Property and Facilities Capital Works Program is an ongoing strategic program of works that is underway.

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Council Plan 2021–2025


Participate in opportunities to ensure capital works programs are consistent with the smarter parking initiative and strategies

Ongoing

Ongoing - continuing to interact and work with internal and external stakeholders to achieve good outcomes for parking and regulatory framework.

Implement Sports Infrastructure Improvement Program

In Progress

Several capital projects are currently being planned and delivered. The current projects being delivered include - Victoria Park Community Pavilion, Wendouree West Community Pavilion, netball courts at Learmonth and Alfredton Recreation Reserves, netball changerooms at North Ballarat and new soccer pitches at Pleasant Street Reserve.

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Council Plan 2021–2025


4.4 Maintain and conserve our open space and natural assets

Develop an Open Space Strategy which provides better guidance for the future provision of open space

In Progress

Scope of brief for OSS being consulted internally. Finalisation due before seeking consultants.

Engage with community groups to deliver shared objectives in natural resources

Ongoing

Continuing to work with community groups.

Participate in planning around open public space and consider the opportunities for off leash dog areas (unfenced)

Ongoing

Ongoing - continue to interact and work with internal and external stakeholders to achieve opportunities for future off-leash dog areas (unfenced).

Continue to advocate for upgrades to the Western Highway at Brown Hill and Warrenheip to freeway standard including connection upgrades to Ballarat's local road network

Ongoing

Continuing with representation at the Western Highway Action Committee.

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Council Plan 2021–2025


Manage trees in accordance with the tree management plan and continue to build our databases of tree assets

Ongoing

Review of tree management plan ongoing.

Undertake vegetation clearances around electric lines as per the electric line clearance regulations

In Progress

Continuing as per annual contract and program requirements.

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Goal 5: A strong and innovative economy and city

5.1 Deliver ongoing COVID-19 recovery response across the business and the community

Participate in the Grampians Public Health bi-weekly huddles and reactivate the Health Protection Working Group as required

Ongoing

Ongoing - continuing to participate in weekly briefing conducted by Grampians Public Health Unit in relation to emerging public health matters as they arise. COVID and Mosquito Borne disease remain high on the agenda at this time.

Continue to hold Council's Pandemic Taskforce meetings as required to ensure our workforce and community are in line with State and National Public Health Strategies

Ongoing

Ongoing - Pandemic Taskforce continued to meet regularly during Q1 to ensure ongoing workforce and community planning was relevant and appropriate.

Note that the State COVID testing site operating from Creswick Road ceased operations at end of September 2022. Alternative sites available through UFS Ballarat, Grampians Health and other private providers.

Continue to deliver streetscaping and infrastructure works in commercial, creative and hospitality focussed areas to facilitate greater access, usage (for example outdoor dining) and visitation

In Progress

Twelve outdoor dining pods were installed around the CBD during this quarter, and further wind protection screens and umbrella sockets were installed outside hospitality businesses. Plans for further projects to be delivered during the financial year continue.

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

5.2 Support local business to explore, innovate and adapt to emerging economic opportunities

Continue to measure the amount of Local Content in the procurement of goods and services	Ongoing	Key element of each Tender Evaluation scoring process. Also, a key consideration in obtaining quotes for non-tender valued purchases.
Deliver the 2022/2023 Visitor Economy Engagement Plan	In Progress	Plan commenced and in delivery phase.
Facilitate a program of initiatives to support local business to harness opportunities such as: a circular economy business program; and facilitation of a whole-city project to assist local employers access greater levels of skilled migration in addressing existing workforce shortages	In Progress	The circular economy business program continued, with the final meeting of our Circular Ballarat champions for the Waste to Wellbeing project. The Materials Flow Analysis also delivered its report. A program of work to explore opportunities to support skilled migrants into workforce vacancies in the city commenced, in conjunction with a range of business leaders across Ballarat.
Participate in outdoor dining working groups to ensure program is consistent with outdoor dining policy and smarter parking initiative	Ongoing	Ongoing - Local Law Outdoor Dining permits being issued in accordance with regulatory framework.

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CITY OF BALLARAT

Council Plan 2021–2025





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CITY OF BALLARAT
Council Plan 2021–2025

5.3 Actively attract and facilitate new business development and investment to Ballarat

Environmental Health, Building and Local Laws continue to work closely with businesses to ensure that legislative requirements are satisfied

Ongoing

Ongoing - Regulatory Services are continuing to provide support and advice to businesses to ensure that all components of the regulatory framework pertaining to Building, Environmental Health and Local Laws are well understood and adhered to.

Provide an ongoing investment facilitation service, supported by an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat

Ongoing

The Investment Facilitation team continued to support potential investors in Ballarat to understand the opportunity as appropriate. City of Ballarat continued to work in partnership with Committee for Ballarat to provide input into the Regional Australia Institute's Regionalisation Framework and associated national marketing campaign.

Deliver the Visitor Economy Local Area Plan and Region Wide Visitor Economy Destination Management Plan

In Progress

Work on hold at present. Funding from State has been received by Ballarat Regional Tourism. However, work is awaiting final recognition of what will be incorporated by the region for a Visitor Economy Plan. It is anticipated work will commence early 2023.

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CITY OF BALLARAT
Council Plan 2021–2025

5.4 Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice

Deliver our 2022/23 Events Calendar, continue to implement the Tourism Events Grants Program

Ongoing

The Tourism Event Grant Program continues to support the growth and development of tourism events in Ballarat. Since 1 July 2022 eight events have been awarded a grant.

Implement Sports Acquisition Program

In Progress

This new program is already showing early signs of success. Several events have been acquired.

Work with Events team and Economic Development to ensure events and activities are supported and that the legislative framework is being addressed

Ongoing

Ongoing - continuing to interact and work with internal and external stakeholders to achieve good outcomes for adherence to regulatory framework pertaining to Building, Environmental Health and Local Laws.

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CITY OF BALLARAT
Council Plan 2021–2025

5.5 Actively promote Ballarat as a year-round destination of choice
Implement priorities of the Ballarat Events Strategy 2018 - 2028
Ongoing

Execution of the Ballarat Events Strategy 2018 - 2028 is ongoing. There are 42 tasks due for completion by December 2022 of which 40 are completed/on track for completion.

Implement priorities from the Destination Marketing Plan
In Progress

DMP implementation is proceeding well with Spring Summer campaign activity in flow.

Participate in opportunities to promote Ballarat as a destination of choice
Ongoing

Ongoing - continue to promote Ballarat as a destination of choice through Local Law Event Permit interactions.

Implement priorities from the 2030: A vision for the Eureka Centre
In Progress

To achieve the outcomes of the 2030: A Vision for Eureka, a four-year business plan has been developed, focused on tasks due 2020 - 2024. Implementation of the business plan is on track and a formal report card on execution of the strategy is being scheduled for Council in Q3.

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CITY OF BALLARAT

Council Plan 2021–2025





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5.6 Facilitate increased vibrancy in the CBD and other key business precincts

Implement actions from, and continue seeking funding for, Creative City Masterplan

Ongoing

Supporting the development of the Design Review Panel. Supporting Bakery Hill Development.

Support the delivery of the Outdoor Street Furniture Program

Ongoing

Actively supporting the delivery of the Outdoor Street Furniture Program.

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

In Progress

Bakery Hill (Stage 1) design to redevelop Bridge Mall, Grenville Street and connections finalised and publicly announced. Close liaison with property and business owners regarding major investment opportunities. Supported facade restoration grant applications. Pursuing private investment opportunities on Council owned land through EOI process for 5 Peel Street.

Continue to review outdoor dining policy, parking initiatives and other policies to support vibrancy in the Central Business District

Ongoing

Ongoing - continually reviewing outdoor dining policy, parking strategy and needs, to support a vibrant CBD.

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CITY OF BALLARAT

Council Plan 2021–2025





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Council Plan 2021–2025

5.7 Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City
Implement priorities from the Creative City Strategy
Ongoing

Implemented the Creative Sector Census measuring sustainability of the creative sector, surveying over 1300 community members. Strategic rework of the live music actions for 2023. Continued community arts programs of exhibitions, training, and mentoring. First Nations Sculpture Park commission underway.

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CITY OF BALLARAT
Council Plan 2021–2025

5.8 Support social and economic inclusion to build the wealth throughout our community

Encourage Social Procurement opportunities in accordance with Council's Procurement Policy

Ongoing

Outlined within Council's Procurement Policy which is considered during each procurement process.

Continue to work with others to ensure that legislative framework is satisfied in support of social and economic inclusion

Ongoing

Ongoing - continuing to interact and work with internal and external stakeholders to achieve good outcomes and adherence to the regulatory framework.

Deliver a program of business development and support to encourage more social enterprises to establish and thrive in Ballarat

In Progress

The Economic Development team worked in partnership with Runway Ballarat to recruit a number of local entrepreneurs into a tailored business development program focussing on the social enterprise model. Six business commenced this program. Our audit of existing social enterprises operating in Ballarat was completed, with the results being shared with partner organisations also working to support this sector.

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Goal 6: A Council that is accountable, transparent and advocates for its community

6.1 Ensure the effectiveness and efficiency of Council services

Continue to review operational services	In Progress	Currently developing a Corporate Business planning template for the organisation to assist and enable quality reporting on what we deliver.
Continue to improve our Corporate Strategic Planning processes	In Progress	Developing the CAMMS Strategy module implementation to improve management and reporting of strategies and alignment to council goals. New draft organisation wide template established for 2023/24 process.
Continue to review operational services to provide the most effective and efficient service to the community	Ongoing	Continuing to review and update as required.
Continue to identify opportunities for business improvements in processes and policies and implement those strategies	Ongoing	Ongoing - continually reviewing processes for improvements and making adaptations to improve the customer experience.

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CITY OF BALLARAT
Council Plan 2021–2025


Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services	Ongoing	Continue to work with Central Highlands councils with individual requirements and collective goals.
Deliver the Human Resources Transformation Project	In Progress	Human Resources Information Systems Project:- Charter and Scope have been developed. - Finalising and socialising the System specifications
Work closely with associated community organisations to support Ballarat City Council's strategic objectives in relation to Community Engagement, Family and Children Services, Youth Services, Ageing Well and Intercultural Services	In Progress	This project is in progress and will be ongoing. Successful collaborative programs have included Aboriginal and Torres Strait Islander Children's Day and an Intergenerational Storytime. A cross unit collaborative meeting is held regularly to ensure future programming in partnership with all Community Wellbeing units.

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CITY OF BALLARAT
Council Plan 2021–2025



Grow and develop the knowledge, skills, and capabilities of library staff so they are familiar with, and demonstrate best contemporary practice, in provision of public library services

In Progress

Work is in progress to establish a Learning and Development framework. First draft due December 2022.

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CITY OF BALLARAT
Council Plan 2021–2025
**6.2 Council to be known as a workplace of choice**

Generate a People Capability Framework linked to Learning Plans	Completed	A People Capability Framework has been developed.
Participate in opportunities to provide students avenues to gain experience and mentoring to sustain future workforce for City of Ballarat	Ongoing	City of Ballarat has continued to mentor 3 Maternal and Child Health Students this year with many placement hours, including a student from another council who was seeking broader clinical experience. Frequently these mentoring and preceptorship placements lead to casual or ongoing employment within City of Ballarat or regional nursing programs.
Completion of Department of Education and Training Innovation Grant partnership with Federation Uni providing professional support to new early childhood teacher graduates	In Progress	3 out of 4 sessions delivered successfully with good attendance. Final session will be delivered in Term 4 and then evaluation will be conducted in partnership with Fed Uni.
Complete an Employee Value Proposition & Employee Benefits Review	Not Yet Started	Project to commence Q2 2022-23

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CITY OF BALLARAT
Council Plan 2021–2025


Explore opportunities to enhance universally accessible careers expo	In Progress	Planning underway for involvement in 2023 Careers and Job Industry expo led by Ballarat Group Training. City of Ballarat have expressed interest in supporting the initiative and working with internal departments to have representation at event.
Develop an all-Staff Professional Development Program built into the flow of work	Completed	All staff have access to the Staff Development Program and training calendar
Explore TAFE/Higher Education Micro-Qualification Pathways	In Progress	Stage 1. has introduced a Graduate of Diploma in Business for level 4 and 5 people leaders.

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Council Plan 2021–2025



Continue to complete regular Employee/Staff Engagement Pulse Surveys

Ongoing

Staff Pulse Survey is run up to 3 times a year with next survey scheduled for Q2 2022/23.

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**CITY OF BALLARAT
Council Plan 2021–2025**
**6.3 Advocate on behalf of our community**

Actively seek external funding through Grant opportunities

In Progress

A total of 8 funding applications were submitted in the first quarter of 2022-2023. Council successfully attracted \$1,028,000 worth of funding in the quarter.

Develop a centre lead Volunteer Program

In Progress

Project commenced and to be completed Q2 2022-23

Develop and implement targeted advocacy campaigns for community and Council priorities

Ongoing

In addition to advocacy designed to secure funding commitments, the advocacy team has also developed campaigns around increased DDA compliance at the Ballarat train station and upgrades to the Ballarat bus network to make it more accessible and responsive to passenger needs.

Take feedback from community and implement such feedback into reviews of policies and procedures and implement improvements accordingly

Ongoing

Ongoing - upon receipt of community feedback, continue to review and adapt process, policies, and procedures to make improvements. For example, currently having a QR code sticker designed for parking meters that will enable users to go to the instructions immediately when scanning the code. This came from feedback from a customer.

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


Develop and regularly update an advocacy pipeline of City of Ballarat projects guided by Council-adopted master plans, strategies, and frameworks **Ongoing**

City of Ballarat's advocacy materials, including Council's priority projects advocacy pipeline are regularly updated and refined to recognise changes in scope, cost, timeframes, evolution of the project (i.e. master planning complete, concept designs complete, grant application)

This core advocacy document details 20+ infrastructure projects that Council believes are priorities - in terms of community need and in the need to secure funding support from other levels of government to assist with their timely delivery. This document is regularly reviewed to ensure it accurately reflects the status of projects – and to acknowledge funding support secured to date. To date at least 11 of these projects have attracted full or partial funding

Develop and implement strong and targeted advocacy campaigns for upcoming elections **Ongoing**

Several advocacy campaigns have been developed and delivered to support City of Ballarat advocacy ahead of the elections:
City of Ballarat initiated and lead eight other key Ballarat organisations in the development and delivery of the Ballarat. Now and Into the Future 2022 (BNIF 2022). The Advocacy and Lobbying Team worked with external stakeholders to develop a full suite of collateral to support this campaign including, printed/printable content, video, and online materials. This has been distributed extensively to all sides of politics and to other key stakeholders.

Waste Management/ advocacy campaign included the production of two videos – one community facing, the other government facing; a front cover and inside

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CITY OF BALLARAT
Council Plan 2021–2025

Develop and implement strong advocacy campaigns for state and federal budgets
Ongoing

Advocacy campaigns were developed to support the funding push for a regional Animal Shelter, with a Victorian budget commitment of \$11.5 million for the project.

Circular Economy Precinct advocacy campaign has resulted in first clear recognition from the Victorian Government in its literature of the importance of a CEP at BWEZ and via a grant for further market sounding.

Victoria 2026 Commonwealth Games advocacy materials (letters, videos, media releases, social posts) were developed to Ballarat's bid to attract Rowing as an additional sport and to provide a strong case for the Marathon events to be run in Ballarat as part of the athletics program. Marathon was secured for Ballarat. Support to ensure the Victoria 2026 Commonwealth Games leave a lasting built and social legacy for our city.

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CITY OF BALLARAT
Council Plan 2021–2025
**6.4 Communicate and be transparent with our community**

Continue to release open data and community dashboards	Ongoing	The release of open data on the open data platform is ongoing
Continue to strengthen, monitor, and report on Council's community engagement practice	Ongoing	Annual community engagement report submitted to Council during the quarter.
Deliver the annual customer satisfaction survey	Completed	The 2022 Community Satisfaction Survey was presented to council at the September 28 Council Meeting
Create considered, authentic and accessible communications for our community	Ongoing	The Communications and Design team continues to work closely with business units across the organisation to ensure key messages and Council decisions are communicated in a timely and accessible way to the community via a range of channels including print, the City of Ballarat Website, local media, social media channels. Key projects communicated over this period include Ballarat Heritage Festival, Bridge Mall redevelopment plans, Ballarat Winter Festival, Victoria 2026 Commonwealth Games advocacy campaign, outdoor activation and City of

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Council Plan 2021–2025


Continue to communicate information on the delivery of Major Projects through a range of different channels **Ongoing**

A Major Projects update was presented to Councillors. Updates on projects also continue to be communicated through various media forms depending on the specific project milestone.

Continue to work with the community and keep them well informed of progress on delivery of actions **Ongoing**

Ongoing - Regulatory Services teams continue to provide feedback to customers on outcomes from concerns raised.

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CITY OF BALLARAT
Council Plan 2021–2025
**6.5 Be innovative and forward thinking**

Pilot smart city technologies that will improve services to the community and business operations **In Progress**

Currently deploying new sensor technology for pedestrian monitoring along newly developed walk and cycle ways.

Continuously improve by reviewing how our key software systems service the organisation **Ongoing**

Currently working with multiple business units reviewing the use of Asset Management, Finance, and other core systems

Implement fit-for-purpose contact centre system to improve efficiency and customer experience **Completed**

Contemporary OMNI Channel Contact Centre Application has been identified and installed.

Deliver a Talent Management Framework and Talent Pools **Not Yet Started**

Not commenced

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CITY OF BALLARAT
Council Plan 2021–2025


Complete a Workforce Diversity Profile	Completed	Completed as part of the Workforce Plan
Review and develop the City of Ballarat website to meet the needs of our community	Ongoing	<p>The communications and design team continues to audit all content and usability of the website: assessing data, working with business units, and considering community feedback to improve accessibility and ease in accessing and using our online information and services.</p> <p>The team together with Corporate Services work to develop an implementation plan to update the Content Management System to ensure our digital offering provides innovative digital solutions for the community.</p>

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CITY OF BALLARAT
Council Plan 2021–2025
**6.6 Be accountable with our resources**

Implement Council's new Partnerships and Grants Policy and Programs 2022

Completed

Council adopted a new Partnerships and Grants Policy during the quarter. The policy includes arrangements for the new City Partnerships Program.

Ensure our team are working within our standard policies and procedures at all times and provide feedback when not

Ongoing

Consistently work with teams to ensure that standard operation procedures are followed and continue to receive feedback on improvements that could be made to the Standard Operating Procedures.

Regularly monitor and report on financial performance compared to budget

Ongoing

Financial Performance compared to Budget is reported regularly to the Executive Management Team and Quarterly to Council.

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CITY OF BALLARAT
Council Plan 2021–2025
**6.7 Ensure Good Governance and Leadership**

Complete tendering and procurement review to ensure Council delivers best practice procurement processes

In Progress

Consultant's draft review report has been received. Elements of the review to be considered and implemented..

Complete a 2023 Enterprise Bargaining Agreement

Not Yet Started

Not commenced – due for second half of financial year.

Continue to deliver operational services in accordance with governance and risk policies

Ongoing

Continuing to deliver services in accordance with governance and risk policies.

Deliver the Annual Compliance Training Program

Ongoing

Program being delivered.

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Council Plan 2021–2025



Deliver the Annual Leadership Development Program **Ongoing**

Program developed and being delivered.

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. This report provides a copy of the minutes of the meetings held on 17 August 2022, 28 September 2022 and 12 October 2022 and provides a summary of information in relation to these minutes.

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 the Governance Rules. This report advises that minutes of the Contracts Approval Delegated Committee (the Committee) are attached to this report for the meetings held on 17 August, 28 September and 12 October 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

Contract	Award to	Value	Outcome	Local Content
2021/22-836	Global Turf Projects Pty Ltd	\$464,711.11 (excluding GST)	Community Cricket Nets at Victoria Park	No
2021/22-828	S.H.A.E. Enterprises Pty Ltd	\$805,542.37 (excluding GST)	Learmonth Road shared bike path	Yes
2021/22-806	Ballarat Excavation and Transport	\$595,111.30 (excluding GST)	Carparking and access upgrade at Saint Patricks Point	Yes
2021/22-844	Masterson Builders Pty Ltd	\$497,000.00 (excluding GST)	Badminton Stadium Roof Renewal	Yes
2021/22-888	Turf One Pty Ltd	\$1,417,299.00 (excluding GST)	Netball courts and lighting at both Learmonth and Alfredton Reserves	No

2022/23-096	Pitchcraft Pty Ltd	\$1,089,341.11 (excluding GST)	Construction of soccer pitch renewal at Pleasant Street reserve	No
2021/22-877	Butler Excavations Pty Ltd	\$515,388.29 (excluding GST)	Construction of Grenville Street Bike Path	Yes

OFFICER RECOMMENDATION

4. That Council:

4.1 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.

4.2 Receive the Contracts Approval Delegated Committee minutes of the meetings held on 17 August, 28 September and 12 October 2022.

ATTACHMENTS

1. Contracts Minutes of meeting held Wednesday 17 August 2022 [8.6.1 - 7 pages]
2. Contracts Minutes of meeting held Wednesday 28 September 2022 [8.6.2 - 6 pages]
3. Contracts Minutes of meeting held Wednesday 12 October 2022 [8.6.3 - 7 pages]

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CONTRACTS APPROVAL DELEGATED COMMITTEE

MINUTES

17 August 2022

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 17 AUGUST 2022 AT 1:00PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

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

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Matthew Wilson (Director Community Wellbeing)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Ms Natalie Robertson (Director Development and Growth)
Mr Rod Leith (Manager, Revenue and Procurement)
Mr Vaughn Notting (Executive Manager Infrastructure)
Mr Robin Hand (Contracts Administrator)
Mr Phillip Barnett (Project Manager)
Ms Lorraine Sendall (Minutes)

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 3 August, 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 Ben Taylor

CARRIED

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Contracts Special Committee Minutes

17 August, 2022

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Contracts Special Committee Minutes

17 August, 2022

Tracey Hargreaves

**6.1 TENDER 2021/22-836 VICTORIA PARK REDEVELOPMENT
- CRICKET NETS TENDER
(RO – Matthew Wilson / Phillip Barnett)**

SUMMARY

1. This report seeks to award a contract for the provision of four enclosed community cricket nets at Victoria Park as part of the Victoria Park redevelopment.

BACKGROUND

2. The Victoria Park Redevelopment project will deliver upgraded community recreation facilities and supporting infrastructure for community groups within Victoria Park. The project will provide upgraded playing fields and lighting for existing clubs and other community users, a new community pavilion, refurbishment of the existing Dog Obedience Club facility and new cricket nets for club and community use.
3. This project directly aligns with the Victoria Park Master Plan that was developed by Council in 2015 following widespread community and local resident engagement. A Planning Permit (PLP-85) has been granted for the works.
4. Department of Environment, Land, Water and Planning landowner consent has been provided in writing for the Crown Land Allotment 2022.

KEY MATTERS

5. Four conforming responses were received and evaluated in full.
6. The project is jointly funded by the City of Ballarat as part of the Victoria Park redevelopment budget and the Victoria State Government via Sport and Recreation Victoria who are providing \$100,000 through the 2022 Community Cricket Program.
7. The recommended tenderer's submission demonstrated significant experience delivering similar projects, a program and works methodology that meet the requirements of the project and the necessary capacity and resources required.

RESOLUTION

8. **That the Contracts Approval Delegated Committee:-**
 - 8.1 **Enter into Contract 2021/22-836 for the provision of community cricket nets at Victoria Park with Global Turf Projects Pty Ltd for the total tendered price of \$464,711.11 (excluding GST).**
 - 8.2 **Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Mark Harris
Seconded Cr Tracey Hargreaves

CARRIED

6.2 TENDER 2021/22-828 LEARMONTH ROAD SHARED PATH
(RO – Bridget Wetherall / Robin Hand)

SUMMARY

1. This report seeks to award a contract for the provision of a 2.5 metre wide shared bike path on Learmonth Road, from Waringa Drive, Mitchell Park to the north boundary of Central Highlands Water.

BACKGROUND

2. The project involves several components of work which were identified during the design stage including the following:-
 - Concrete shared path construction at 2.5m width;
 - Alteration of concrete splitter islands;
 - Construction of pedestrian refuge with tactiles and fencing;
 - Installation of pedestrian ramps with tactiles; and
 - Nature strip reinstatement and associated works.

KEY MATTERS

3. The evaluation panel noted that of the six (6) tender responses received, four (4) were considered conforming and evaluated in full.

RESOLUTION

4. That the Contracts Approval Delegated Committee:-
 - 4.1 Enter into Contract 2021/22-828 for the provision of Learmonth Road Shared Bike Path with S.H.A.E. Enterprises Pty Ltd for the total tendered price of \$805,542.37 (excluding GST).
 - 4.2 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

6.3 TENDER 2021/22-806 SAINT PATRICKS POINT
(RO – Bridget Wetherall / Robin Hand)

SUMMARY

1. This report seeks to award a contract for the provision of Saint Patricks Point carparking and access upgrade.

BACKGROUND

2. This project will see the reconstruction of the existing access way and car parking at St Patricks Point along Lake Wendouree Foreshore.
3. The project involves several components of work which were identified during the design stage including the following:-
 - Earthworks;
 - Pavement construction;
 - Asphalt surfacing;
 - Car park line marking;
 - Drainage construction;
 - Tree removal;
 - Granite sand path reconstruction;
 - Pedestrian layback construction;
 - Signage and ancillary works.

KEY MATTERS

4. The evaluation panel noted that of the seven (7) tender responses received, six (6) were considered conforming and evaluated in full.

RESOLUTION

5. **That the Contracts Approval Delegated Committee:-**
 - 5.1 **Enter into Contract 2021/22-806 for the provision of Saint Patricks Point – Carparking and access upgrade with Streebson Pty Ltd t/a/ Ballarat Excavation and Transport for the total tendered price of \$595,111.30 (excluding GST).**
 - 5.2 **Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

Moved Cr Tracey Hargreaves
Seconded Cr Mark Harris

CARRIED

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Contracts Special Committee Minutes

17 August, 2022

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 Ben Taylor

CARRIED

General Business

There being no further business, the Chairperson declared the meeting closed at 1.06pm

Confirmed this 28th day of September, 2022

Cr Ben Taylor

**Cr Ben Taylor
Chairperson**