

Council Meeting

Agenda

24 May 2023 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 Council 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 28 June 2023.

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 via the [form](#) on Council's website, 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. PETITIONS

Division: Corporate Services
Director: John Hausler
Author/Position: Lyndsay Leingang – Administration Officer Statutory Compliance

PURPOSE

1. To receive a written petition containing 36 signatories requesting Council to *“note the concerns regarding a substation proposal at 203 York Street.”*

BACKGROUND

2. A petition was received on 26 April 2023 containing 36 signatures.

The petition reads as follows:

“The petitioners request Ballarat City Council consider the communities' concerns regarding a substation proposal at 203 York Street. When this block was purchased in the 1960's over 60 years ago there would have been sparse housing in the area. It is now a densely populated urban area. There are two existing Ballarat substations, both in industrial areas. (Norman Street and Sutton Street) We the petitioners would like the Health and safety of residents to be considered. Ongoing problems including noise, Electro Magnetic Field emissions and visual impact will result in devaluation of our residences.”

KEY MATTERS

3. In accordance with Rule 3.7.4 c) the Chief Executive Officer must arrange for petitions to be submitted to the next practicable meeting following their receipt.

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Note the petition be received; and**
 - 4.2 **That the petition be referred to the Chief Executive Officer for consideration and response.**

ATTACHMENTS

Nil

8. CHIEF EXECUTIVE OFFICER REPORT

8.1. 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. **Draft Budget 2023/24**

In late April, I was proud to present to our community the City of Ballarat Draft Budget 2023/24, which I believe is financially prudent and reflects the priorities of the community. The draft budget represents the half-way point in delivering against the six goals of the Council Plan 2021-2025.

Key features of the draft budget that reflect community priorities include:

- Significant investment in ongoing community infrastructure projects such as the restoration of Her Majesty's Theatre, the Ballarat Library redevelopment, the Bridge Mall Redevelopment, the Sebastopol Community Hub, and the Airport Runway extension.
- An increased investment in infrastructure such as roads, footpaths and drainage. This includes an allocation of \$3.1 million in drainage projects across the city, \$36.3 million for Capital Road Infrastructure, and doubling the Asphalt Overlay program from \$1 million to \$2 million.
- An increase in resources in the City of Ballarat internal Statutory and Strategic Planning teams to keep up with the demands of Ballarat's rapid growth.

The draft budget proposes no new borrowings for the 2023/24 financial year. The \$129.4 million dollar capital works budget will be funded through revenue generation and existing reserves.

The draft budget was publicly available until 5pm Friday 19 May for public feedback. Councillors engaged their local communities on the draft Budget process through short social media clips that were available in early May.

4. **E-Scooter trial extended**

In early April, the State Government announced that it had decided to extend the e-scooter shared-scheme (hire) trial for an additional 6 months. This decision follows the trial of hire e-scooters in Ballarat and Melbourne, which sought to understand the safety implications of the transport mode, and now will monitor how both hire and private e-scooters are being used.

The Ballarat Integrated Transport Action Plan (2020) notes the need to diversify the service offerings in the municipality, including opportunities not currently mainstream in Ballarat, such as bike share schemes, e-scooters, on-demand bus services and other forms of community or 'just in time' transit. However, the regulation of private e-scooters is solely a matter for the State Government and the City of Ballarat is waiting to understand any proposed regulation of the devices and will then consider what that means for Ballarat.

5. **Eureka Stockade Gardens funding announcement**

In mid-April, the City of Ballarat has welcomed the announcement by the Federal Government of \$96,000 to support the future of the National Heritage-listed Eureka Stockade Gardens. The funding will help deliver a new Conservation Management Plan for the Eureka Stockade Gardens to ensure that the many people who visit the Eureka Stockade Memorial Park precinct every year will continue to enjoy and learn about one of the most important moments in Australian history, while surrounded by natural beauty.

6. **MR Power Park opening**

I was pleased to join the Mayor and the Member for Wendouree, Julianna Addison who was representing Minister for Regional Development Harriet Shing, to officially open MR Power Park in Sebastopol. The transformation of the park is backed by \$440,000 from the Spotlight on Sebastopol program.

MR Power Park now features a new seniors' exercise facility, a youth space with a skate park, 3x3 basketball court, AFL goals and accessible paths to link them all. New public toilets and barbecue facilities co-located at MR Power Park were funded by the City of Ballarat separately, adding to the overall improvements.

The project is one of 13 successful initiatives that form the State Government's \$5 million Spotlight on Sebastopol commitment. Detailed community consultation has been a core part of the Spotlight on Sebastopol program, with a local community reference group guiding investment.

7. **Events in Ballarat**

The City of Ballarat came to life with an **Easter egg installation** in the Sturt Street gardens just in time for celebrations which were warmly received by the community. The activation featured life size eggs and colourful neon installations by acclaimed visual artist Carla O'Brien. The City of Ballarat gardens team also designed a spectacular easter garden display featuring petunias in bright colours and larger than life Easter eggs at the Victoria Street gardens. The marketing and events teams promoted tourism opportunities in an effort to encourage tourism in Ballarat.

At the end of March, the City of Ballarat recognised the experiences and achievements of the transgender and gender diverse community as part of the **Trans Day of**

Visibility at Ballarat Town Hall. We marked the occasion with a flag-raising ceremony followed by an afternoon tea with members of the Ballarat LGBTIQA+ community in attendance. Pleasingly, it was the most well-attended flag raising ceremony ever held by the City of Ballarat. At the event, many community members wore high-vis vests with 'Rainbow Solidarity' printed on the back to help trans and gender diverse community members feel safe and supported. Additionally, the City of Ballarat installed stickers and signage around council venues indicating that those spaces are safe for trans and gender diverse community members.

In mid April, the City of Ballarat launched the award-winning **Heritage Festival 2023** program. Now in its 17th year, the 10-day festival will run from 19-28 May and provide the community with a unique opportunity to learn more about the city's rich heritage and unique stories with over 50 events on offer. About 20,000 attendees are expected to attend the festival, which last year won bronze at the Victorian Tourism Awards in the Festivals and Events Category.

OFFICER RECOMMENDATION

8. That Council:

8.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

9. OFFICER REPORTS

9.1. LIBRARIES AND LEARNING STRATEGY 2022-2027 FIRST YEAR IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Jenny Fink, Executive Manager Libraries & Lifelong Learning

PURPOSE

1. To update Council on the progress made against actions in the first year of implementation of the Libraries and Learning Strategy 2022-2027.

BACKGROUND

2. The City of Ballarat Libraries and Learning Strategy 2022-2027 was formally adopted by Council on February 23, 2022.
3. The strategy was developed in consultation with the community and provides a vision for a library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services. Ballarat Libraries aim to reduce any barriers to engagement for our entire community and promote equity of access to information, activities, and resources.
4. The following six strategic priorities were identified for our library services into the future through a community engagement process.
5. Reach out:
 - Engage with the Ballarat community to increase library use and service impact.
 - Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion, and wellbeing.
6. Branch out:
 - Increase the size, quality, and accessibility of the branch library network.
 - Explore use of alternative models that increase community access to library services.
7. Stand out:
 - Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.
 - Demonstrate regional and industry leadership in the provision of community-focussed public library services.
8. The strategy interlinks with the Council Plan, Health and Wellbeing Plan other plans and strategies in the Community Wellbeing Directorate including the Inclusion Framework and associated plans. Table 1 in Attachment A – Library Strategy First Year Review 2023, demonstrates how the strategy supports these plans.

9. The strategy includes 26 actions to be completed across five years, some actions span the five-year period and others will not be completed until later years.
10. Progress against outcomes is measured against the performance measures outlined in the Action and Implementation plan. A progress report will be made to Council each year of the strategy's lifespan

KEY MATTERS

11. Progress has been recorded against 22 actions; all progress has been detailed in the in Attachment A – Library Strategy First Year Review 2023. Interesting and notable achievements include:
 - Collaboration with Supported Playgroups and Ballarat Regional Multicultural Council (BRMC) in Playgroups month to present Little Languages at BRMC.
 - Delivery of Yarn Bark family workshops during Harmony Fest.
 - Delivery of cultural program for Aboriginal and Torres Strait Islander Day in collaboration with BADAC, Parent Place and DEET and in Youth Week.
 - Seventeen in person reading programs for adults and children (Reading Parties, author talks and panel discussions), four online reading challenges designed to support and broaden library collection use and awareness and promote Ballarat as a reading community.
 - Six writing workshops for adults and young people.
 - Fourteen creative workshops for adults and children (examples include gardening, family history, music, movement).
 - Delivery and resource support to the 126 Central Highlands Libraries Book Clubs.
 - Lifestyle and learning programs delivered in collaboration with Ballarat. Community Health, Headspace, Ballarat Regional Multicultural Council, Wendouree Neighbourhood Centre, Parent Place, BADAC, Wadawurrung Corporation, Frolic Festival, Friends of the ABC, Rural Australians for Refugees, Ballarat Writers, QLit Festival, Ballarat Autism Network, Ballarat Bridge Club, Food is Free Inc, Business Victoria.
 - Recipient of VicHealth Jumpstart grant to provide a small spaces community garden at Sebastopol Library.
 - Continued to collaborate with Ageing Well Social Connections program monthly at Sebastopol Library. Program examples include laughing yoga, craft, movie afternoons, history walking tours, family history workshops, writing workshops, book chats.

- Concept design work commissioned and advertised for a future Wendouree Library. Library staff have undertaken a community engagement process to gain feedback on the proposed library which has received broad public approval.
 - Provided library reservations pick up point at BRHAE for research hub users and the local community.
 - Established children's programs on a weekly basis.
 - Accessibility audits conducted at Ballarat, Sebastopol, and Wendouree libraries.
 - The refurbishment of the Ballarat library is currently underway, the expected reopening of this building is January/February 2024.
12. The first year of the strategy has been a busy and productive one for the City of Ballarat Libraries staff who in addition to working to achieve these strategic objectives have also managed a major move from the Ballarat (CBD) library and established a pop-up library at the Town Hall.
13. Library staff have all had the opportunity to participate in working groups to achieve the first year's outcomes. Staff have welcomed the opportunity to work directly with members of the community and organisations across Ballarat, many of the new activities and programs that have been established will continue into the future.

OFFICER RECOMMENDATION

14. That Council:

- 14.1 Receive and note the report on the work undertaken in year one to progress the objectives of the City of Ballarat Libraries and Learning Strategy 2022-2027 Action and Implementation Plan.**

ATTACHMENTS

1. Governance Review [9.1.1 - 2 pages]
2. City of Ballarat Libraries and Learning Strategy 2022 2027 [9.1.2 - 8 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The strategy interlinks with the Council Plan, Health and Wellbeing Plan other plans and strategies in the Community Wellbeing directorate including the Inclusion Framework and associated plans.

COMMUNITY IMPACT

2. The following six strategic priorities were identified for our library services into the future through a community engagement process.

Reach out:

- Engage with the Ballarat community to increase library use and service impact.
- Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion, and wellbeing.

Branch out:

- Increase the size, quality, and accessibility of the branch library network.
- Explore use of alternative models that increase community access to library services.

Stand out:

- Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.
- Demonstrate regional and industry leadership in the provision of community-focussed public library services.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Where possible the library service endeavours to provide resources, programs and activities that have minimal impact on the environment in terms of materials and energy used.

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

5. The action and implementation plan makes use of in-house expertise through existing channels and using our current operational budget. Where this is not possible the library will carry out business cases and apply for funding through the City of Ballarat's current financial processes.

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LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. The strategy was developed in consultation with the community and provides a vision for a library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services. Ballarat Libraries aim to reduce any barriers to engagement for our entire community and promote equity of access to information, activities, and resources.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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City of Ballarat Libraries and Learning Strategy 2022-2027**Action and Implementation Plan**

Reach out							
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders	First Year Progress
Engage with the Ballarat community to increase library use and service impact.	Develop and implement a marketing and promotions strategy which uses a variety of media and communication channels to increase awareness and understanding of available library services.	Increased enews subscribers. Popup library events. Increased library membership. Feedback reported from library users.	2022/2023	Recurrent	Library Marketing Library Leadership Media and Communications	Library Users	<ul style="list-style-type: none"> This action is well underway with all preliminary work such as a gender impact assessment and media and communication channel mapping completed. An environmental scan of similar strategies in place at City of Ballarat has been undertaken. Preliminary consultations with communications team business partner have been undertaken.
	Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services.	Website developed and live. Increased use of online resources.	2022/2023	Recurrent	Library Leadership Library Marketing Media and Communications Information Service	Library Users	<ul style="list-style-type: none"> The initial content mapping has been completed. The website will provide more flexibility in regard to online content available to library users.
	Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs.	Connections with the Intercultural community. Participation in the Harmony Festival. Regular conversation café events.	2022-2027	Recurrent	City of Ballarat Libraries Intercultural Services Youth Services	Library Users BRMC – Ballarat Regional Multicultural Council Specific Cultural Groups Specific faith groups The Centre for Multicultural Youth	<ul style="list-style-type: none"> Yarn Bark family workshops were delivered during Harmony Fest We hosted a cultural program for Aboriginal and Torres Strait Islander Children's Day in collaboration with BADAC, Parent Place and DEET and in Youth Week Inclusion of Welcome to Country ceremonies in Australian Reading Hour and School Holiday programming. We held Murrup Art Workshops for Children in June 2023 The Library Leadership Team have completed cultural training in Acknowledging Country Meaningfully. We hosted the first of the Ballarat Regional Multicultural Council 'New Resident's Welcome Bus Tour' at Town Hall library. (a total of 6 tours to be held from February 2023-October 2023) We worked in collaboration with Supported Playgroups and BRMC in Playgroups month to present Little Languages at BRMC. Meetings were held with BRMC managers regarding collaborative and learning opportunities. We hosted a Golden Memories program in collaboration with Intercultural Services and the Filipino Association.
			2022-2027	Recurrent		Library Users	<ul style="list-style-type: none"> We worked with Services Australia to provide information sessions around the Age Pension (financial literacy).

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Promote Learning for Life through the delivery of programs, print and digital collections and activities that focus on literacy, lifelong learning, digital inclusion, and wellbeing	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.	Collaborative programs delivered. Technology Hub programs reviewed against community need. Grow the number of diverse Programs established with community partners – min 2 per annum.			Community Programs Team Library Leadership Team Digital Programs Team Ageing Well	Community Houses Adult Education Providers	<ul style="list-style-type: none"> Weekly Tech Q&A sessions were held at all three library locations – multiple days and times (Digital Literacy). We delivered a monthly Tech Café program in partnership with nbn Co (digital literacy/health literacy). Monthly iClub programs are delivered. (digital literacy). We held free hearing tests with Hearing Australia (Wellbeing/Health literacy). Delivery, in partnership, of the Clemente program (Partners: Federation University, Australian Catholic University, City of Ballarat, Uniting, Catholic Care, Ballarat Foundation). We hosted Rural Women Online Open Day (Partnership with Victorian Women's Trust). Four Small Business Workshops were held in partnership with Business Victoria and Monarch Institute. Monthly family history sessions were held at Sebastopol Library in collaboration with Ballarat Genealogical Society. Family history workshops were offered at BRHAE (Ballarat Research Hub at Eureka). We were the successful recipient of three Be Connected grants to provide opportunities for seniors to access digital literacy programs. We were the successful recipient of Digital Literacy for Seniors funding through the Department of Jobs and Training to provide opportunities for community digital literacy programming. Jobs Victoria Advocates worked regularly in each branch location throughout the year, offering help and advice to job seekers. Sebastopol library is a service participating in the Farm to Families program through Ballarat Community Health. This program provides fruit, vegetables, and bread, to vulnerable families.
	Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.	Program framework developed A minimum of four programs delivered by each library site	2022-2027	Recurrent	Reader Development Team	Library Users	<ul style="list-style-type: none"> 17 in person reading programs were held for adults and children (Reading Parties, author talks and panel discussions), 4 online reading challenges designed to support and broaden library collection use and awareness and promote Ballarat as a reading community. 6 writing workshops were held for adults and young people. 14 creative workshops were held for adults and children (examples include gardening, family history, music, movement). We continued to deliver and provide resource support to Central Highlands Libraries Book Clubs, currently 126 clubs. Monthly social programs were held at each library branch, including Chatty Café, movie afternoons, craft programs, book chats, puzzles, and social connection opportunities. Lifestyle programs were delivered in collaboration with Ballarat Community Health, Headspace, Ballarat Regional Multicultural Council, Wendouree Neighbourhood Centre, Parent Place, BADAC, Wadawurrung Corporation, Frolic Festival, Friends of the ABC, Rural Australians for Refugees,

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							<p>Ballarat Writers, QLit Festival, Ballarat Autism Network, Ballarat Bridge Club, Food is Free Inc, Business Victoria.</p> <ul style="list-style-type: none"> Quarterly library induction tours for Make a Change group, sponsored by Ballarat Community Health. Library induction tours for Ballarat Regional Multicultural Council. <ul style="list-style-type: none"> We were the successful recipient of VicHealth Jumpstart grant to install a small spaces community garden at Sebastopol Library.
	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.	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Ageing Well	Library Users Ageing Well clients	<ul style="list-style-type: none"> Library staff attended training on the Ageing Well Strategy We continued to collaborate with Ageing Well Social Connections program monthly at Sebastopol Library. Program examples include laughing yoga, craft, movie afternoons, history walking tours, family history workshops, writing workshops, book chats. We carried out 240 deliveries to home library service clients. We worked with Vision Australia library regarding implementation of adaptive devices (Envoy Connect).
	Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community.	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Ageing Well	Library Users Ageing Well clients	<ul style="list-style-type: none"> Planning meetings were held with Ageing Well, Youth Services, Children's and Family Services, Playgroups Victoria. Libraries have: Provided staff with awareness training on the Ageing Well Strategy. Hosted three ageism awareness related programs held at Sebastopol Library in collaboration with Ageing Well, including inaugural ageism awareness short story competition. Participated in four intergenerational programs hosted or supported through collaboration including inaugural intergenerational play event hosted by Ageing Well and library storytime.
	Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.	Establish regular meetings with the Youth Services unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Youth Services	Library Users Youth organisations and advisory groups	<ul style="list-style-type: none"> We worked with Headspace and Ballarat Community Health to provide access to health and wellbeing information and services. Additionally provided programs for Youth Week in April. We hosted Zaque, Headspace LGBTQIA+ groups for program delivery. We hosted Highlands LLEN and YBallarat participants for program delivery and to study and work. We have commenced participation in the Ballarat Youth Services Network. Regular youth programming (Dungeons and Dragons) is now on offer in our Sebastopol Library.
	Increase opportunities for children and adults with additional needs to access library programs (by working	Establish regular meetings with disability providers and	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team	Library Users specifically families with children or adults with special needs	<ul style="list-style-type: none"> AUSLAN interpretation has been incorporated into Little Languages Storytime, Australian Reading Hour Storytime, and the upcoming National Simultaneous Storytime. Key library staff participated in skill-sharing sessions with Yarra, Brimbank, and Port Phillip Libraries to increase staff capacity to implement Inclusive Storytimes.

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	with people and groups with lived experience)	consult with Council's Disability Action Committee. Collaborative programs established and delivered			Ageing Well Family and Children's Services Engaged Communities		
	Work in partnership with Family and Children's services to ensure that all early year's literacy programs are evidence based in all libraries	Ensure best practice approaches in line with SLV (State Library of Victoria) Reading and Literacy for All and Professional development and training in literacy support for EYL staff	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team Family and Children's Services	Library Users specifically families with children in their early years. Education providers	<ul style="list-style-type: none"> A review of our early year's literacy program has been undertaken against the State Library Victoria Reading for All Early Years Literacy Framework indicators to ensure that we are offer evidence-based programs in our libraries.
	Investigate the City of Ballarat becoming a UNESCO Learning City.	Investigation conducted and reported to Council for consideration.	2022-2023	Recurrent	Reader Development Team Community Programs Team Library Leadership Team	Library Users Educational providers	<ul style="list-style-type: none"> Initial work has been undertaken around gathering demographic data related to learning/education, literacy, and digital literacy in Ballarat. Meetings have been held with local learning organisations and have carried out an environmental scan of existing learning opportunities and providers across Ballarat underway. We have developed potential partnerships through this work, these partners will become a part of a broader learning network.

- The programs listed in the **Reach out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these programs will be delivered in collaboration with other organisations within the Ballarat community.
- Where possible we will take advantage of available grants to support delivery of specific programs

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Branch Out							
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders	
	<p>Commission concept design work for a future Wendouree Library and Community Hub.</p> <p>Further Planning for the building of this Library and Community Hub is scheduled in Council's future infrastructure plan in 2030/2031.</p> <p>Prepare scoping, charter, and other relevant documentation to support the proposed concept.</p>	Concept design work commissioned and reported on to Council.	2022-2023	Prior approval has been obtained for the concept plans for the Wendouree Library and Community Hub and this work will be delivered using current operational budgets.	City of Ballarat Libraries Engaged Communities Family and Children's Services Wendouree Library Major Projects Parent Place	Library Users Wendouree Community organisations Wendouree Neighbourhood House Education Providers in Wendouree	<ul style="list-style-type: none"> Concept design work has been commissioned and advertised; library staff have undertaken a community engagement process to gain feedback on the proposed library which has received broad public approval.
	Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	Refurbishment of Ballarat Library completed and delivered on by 2023	2022-2023	The refurbishment of the Ballarat Library has been approved by Council and work on the Ballarat library will be undertaken over 2022/2023 costing approximately \$6.96M.	City of Ballarat Libraries Family and Children's Services Major Projects Ballarat library Youth Services Intercultural Services Parent Place	Library Users Central Ballarat businesses Community organisations in Central Ballarat GovHub Market St Businesses Education Department BADAC Civic Hall Education Providers in Central Ballarat	<ul style="list-style-type: none"> The refurbishment of the Ballarat library is currently underway, the expected reopening of this building is January/February 2024.
	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	Business case completed and presented to Council	2022-2023	The business case for expanded library services to the Eureka Centre will be undertaken in addition to a workforce	City of Ballarat Libraries Eureka Centre	Public Records Office Victoria Research Hub users Ballarat East Community members Ballarat Genealogical Society	<ul style="list-style-type: none"> Initial work has been carried out on the business case. BRHAE is now a pickup point for library reservations for both research hub users and the local community. We have established children's programs on a weekly basis. Staff training has been completed to ensure service continuity We have developed Collection guidelines to align with ATSILIRN (Aboriginal and Torres Strait Islander Information and Resource Network) protocols.

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				planning report.		Ballarat Historical Society Library Users	
	Investigate the use of express library models that provide local access to the latest and popular collections and reserved collection items through library kiosks, click and collect and library collection lockers.	Review of outreach model and locations against a needs and gap analysis report undertaken and completed. Investigation undertaken and business case for acquisition of library kiosks completed and presented to Council.	2023-2027	The investigation into the express library models will be undertaken using in house expertise in 2022/2023 and a business case and budget submission will be developed for the 2023/2024, 2024/2025, 2025/2026 financial years. It is anticipated that the budget requests to Council will be \$45,000 on each of these years.	City of Ballarat Libraries	Library Users Outreach Library Users Community organisations Local progress organisations	<ul style="list-style-type: none"> Express library models have been investigated and preliminary work is being undertaken to install an initial library kiosk at Lucas Community Hub in 23/24.

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Stand out							
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders	
Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.	Work closely with the Community Wellbeing Directorate and 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.	Council plan objectives met, and collaborative projects designed and co delivered.	2022-2027	Recurrent	City of Ballarat Libraries	Engaged Communities Family and Children Services Youth Services Ageing Well Intercultural Services	<ul style="list-style-type: none"> Work closely with the Community Wellbeing Directorate and 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. Engagement and support of the associated plans: <ul style="list-style-type: none"> Intercultural Plan 2022-2026 LGBTIQA+ Inclusion Plan 2022-2026 Reconciliation Action Plan 2022-2024 Disability Access and Inclusion Plan 2022-2026 Youth Strategy 2022-2026 Ageing Well Strategy 2022-2026 Gender Equality Action Plan 2021-2025 Municipal Early Years Plan 2022-2026 Inclusion framework 2022-2026 We have hosted Parent Place Outreach (grant funded program through VicHealth) at Library Outreach locations We have provided staff resources to the following: <ul style="list-style-type: none"> Social Inclusion team for AFLW Pride Round activities Begonia Festival activities Biggest Playgroup activities at Art Gallery Ballarat Intergenerational Play Day at Regional Soccer Facility We have provided two culturally based activities in Harmony Fest for the Intercultural Services team. We have collaborated with Ageing Well in the inaugural Ageism Awareness Short Story Competition.
	Ensure universal access through program design.	Audit existing programs for compliance	2023/2024	Recurrent	City of Ballarat Libraries	Engaged Communities Family and Children Services Youth Services Ageing Well Intercultural Services	<ul style="list-style-type: none"> Accessibility audits have been conducted at Ballarat, Sebastopol, and Wendouree libraries.
	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.	Preservation needs assessment undertaken. Heritage & history section of the collection development plan updated.	2022-2027	Recurrent	City of Ballarat Libraries Eureka Centre	Ballarat Historical Organisations Research Hub users Library Users	<ul style="list-style-type: none"> We have carried out cross promotion of events with Ballarat Mechanics Institute and programs held at that facility to raise awareness. We have undertaken extensive work on the Ballarat Research Hub at Eureka library collection to ensure that it contains relevant resource materials. We have established a Ballarat heritage collection to ensure that rare and vulnerable library items are protected and conserved for future use.

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		Digitisation plan completed.					<ul style="list-style-type: none"> We are in the process of creating a register of significant heritage items held at the City of Ballarat libraries We are in the process of identifying significant heritage items that should be digitised from the City of Ballarat Libraries collection.
	Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	ATSILIRN protocols adopted and in use in all City of Ballarat Libraries	2022-2023	Recurrent	City of Ballarat Libraries	Wadawurrung Corporation Dja Dja Wurrung Corporation KEAG (Koorie Engagement Action Group)	<ul style="list-style-type: none"> Preliminary work has been undertaken here; we have included ATSILIRN Protocols for public libraries into our draft Collection Development Framework. We have developed decolonisation guidelines to be applied to the collection to ensure that items of about Aboriginal and Torres Strait Islander peoples that are out of date, factually incorrect and even offensive are removed from the borrowing collection.
Demonstrate regional and industry leadership in provision of community-focused public library services.	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.	Number of opportunities for staff to gain experience in higher duties.	2022-2027	Recurrent	Library Leadership Team	Library staff	<ul style="list-style-type: none"> We have provided Library staff with multiple professional development opportunities. Multiple higher duties opportunities have been undertaken by library staff.
	Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services.	Regular meetings with the Central Highlands Libraries group. A minimum of one library staff combined training day per annum.	2022-2027	Recurrent	Library Leadership Team Technical services team	Central Highlands Libraries staff Central Highlands Libraries LGAs key responsible Council Officers	<ul style="list-style-type: none"> We have provided statistical and financial reports to the member councils of the Central Highlands Libraries Network. We have facilitated training in collection management. We continue to represent Central Highlands Library Network councils while working with Libraries Victoria in the resumption of State-wide resource sharing.

- The **Stand out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these actions will be delivered in collaboration with other Council units, organisations within the Ballarat community and through the Central Highlands region.
- Where possible we will take advantage of available grants to support delivery of specific programs.

9.2. QUARTERLY PERFORMANCE REPORT

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

PURPOSE

1. To present the quarterly performance report for the quarter ending 31 March 2023.

BACKGROUND

2. Pursuant to Section 97 of the *Local Government Act 2020* (the Act), 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.
3. The following suite of documents comprise the Quarterly Performance Report for period ending 31 March 2023:
 - a. Quarterly Financial Management Report (attachment 1)
 - b. March 2023 Forecast Reconciliation (attachment 2)
 - c. Council Plan 2021-2025 - Annual Action Plan 2022/23 Quarterly Update (attachment 3)
4. These reports provide an update on Council's performance in relation to budget and the implementation of the Council Plan 2022/23 actions for the 9 months to 31 March 2023.

KEY MATTERS

5. The Quarterly Financial Management Report sets out Council's financial performance for the 9 months to 31 March 2023, including;
 - a. Financial Summary
 - b. Financial Statements
 - c. Capital Project Report
 - d. Local Spend Summary
 - e. Investments Summary
6. The March 2023 Forecast Reconciliation highlights the major variations expected to the adopted budget for the year ending 30 June 2023.
7. The Council Plan Quarterly Report – 31 March 2023 provides an update on the progress relating to the implementation of the Council Plan 2022/23 actions.
8. 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	The agreed adjustments to the adopted budget that were endorsed including: <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 approved forecast changes up to 31 March 2023.
Actual	YTD Results to 31 March 2023.

Year to Date Performance – nine months to 31 March 2023

Income Statement

9. The Income Statement provides a summary of the total income and total expenditure relating to Council's annual operations.
10. The Income Statement shows a surplus of \$77.3 million for the 9 months to 31 March 2023, \$5 million favourable to the YTD adjusted budget.
11. This positive YTD variance is primarily due to less than expected expenditure in Employee Costs and Materials and Services, partially offset by less than expected revenue levels. Please refer to the Income Statement Notes in the attached for further detail.
12. The annual forecast operating surplus for 2022/23 has increased by \$5.3 million, to \$71.5 million, compared to the Mid-Year Budget Review (MYBR) of \$66.2 million. Of this, \$3.5 million is expected to have a permanent positive impact on Council's net result. The balance of \$1.8 million is considered timing only. Refer to attachment 2 – March 2023 Forecast Reconciliation for further detail.

Statement of Capital Works

13. The Statement of Capital Works is Council's approved Capital Works Program by the required Asset Categories.
14. As at 31 March 2023, Council had spent \$38.8 million. There is \$53 million of commitments (purchase orders) outstanding at 31 March 2023.
15. This actual spend to date represents 40% of the of the annual forecast of \$97.1m. Further information on the movements is detailed in the Forecast section and attachment to this report.
16. The annual forecast capital expenditure for 2022/23 has been reduced by a net \$7.6 million, to \$97.1 million, compared to the MYBR of \$104.7 million. Refer to attachment 2 – March 2023 Forecast Reconciliation for further detail.
17. \$9.3 million of the net reduction in capital relates to the timing of projects, in that they will not be completed by 30 June 2023 and will need to be requested for carryover into 2023/24. Hence, no impact on Council's 10 Year Financial Plan.

18. The balance of \$1.7 million relates to permanent additional costs which primarily relates to the Council resolution to fund drainage basin works previously unbudgeted.
19. Any unspent Capital Works in 2022/23 will have the effect of increasing the cash balance at 30 June 2023. Once the 2022/23 financial year end process has been finalised, any unspent capital works will be considered for carryover into the 2023/24 financial year.

Balance Sheet

20. 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.
21. Council's net worth as at 31 March 2023 is \$2.34 billion.

Cash Flow

22. The Cashflow Statement reflects actual results as at 31 March 2023. Council's Cash and Cash Equivalents were \$189.7 million, \$84.5 million favourable to the adjusted budget.
23. This favourable YTD variation is primarily attributable to Cash outflows from investing activities (Capital Works) which are down YTD by \$79.5 million, while cash inflows from operations favourable by \$4.70 million driven by the underspends in Employee Costs and Materials and Services.
24. As reflected in the YTD actuals, the cash balance at 30 June 2023 is forecast to be \$131.4 million. The large variation from budget is primarily due to:
 - a. a larger than anticipated amount of cash at the start of the year \$143.6 million compared to the budgeted amount of \$102.7 million;
 - b. the forecast net timing reduction in the 2022/23 capital works program; and
 - c. the forecast improvement in Council's operating surplus.
25. It is important to understand the restrictions that are forecast to be on this cash balance at 30 June 2023 and future commitments in Council's 10-Year Financial Plan, which amongst other commitments include:
 - a. Funds held in reserves, including Developer Contributions - \$39.1 million at 30 June 2023;
 - b. Forecast carryovers from 2022/23 - \$77.9 million; and
 - c. The \$23.1 million loan repayment due in 2025.
26. It is recommended that the net \$1.8 million (\$3.5 million operating saving less \$1.7 million capital expense) permanent positive operating cash variance, compared to the MYBR, be consolidated into retained earnings along with previously identified unallocated savings, to support Council in meeting the interest only loan obligation of \$23.1 million that matures in December 2025. Note: the 2023/24 Draft budget has considered previously identified savings held in retained earnings up until the 2022/23 MYBR.
27. Current financial projections indicate this \$23.1 million loan will need to be 100% refinanced at maturity, as Council will not have the capacity to settle it. Officers believe it prudent to quarantine any unallocated surplus funds from operations, between now

and maturity, to both reduce the need to incur additional borrowing and to ultimately reduce the level of refinancing required.

Local Spend

28. For the 9 Months to 31 March 2023, 56% of Council's total expenditure with suppliers has been classified as Local. The comparable percentage of local spend last financial year to March 2022 was 59%.

Investments

29. As at 31 March 2023 Council was holding \$165.5 million in investments, varying in interest rates from 4.01% to 4.75%. We have seen a number of rate increases by the RBA in recent months with further predicted increases going forward.
30. \$102.5 million was invested with Fossil Fuel Free institutions at comparable interest rates. This represented 61.9% of the investment portfolio.

Statutory Planning Indicators

31. The indicators relating to statutory planning for the 9 Months to 31 March 2023 are summarised in the table below.
32. The number of new planning applications received by the City of Ballarat has remained strong over the past 18 months. Additionally, the complexity of applications received has also increased significantly. This aligns with a rapidly growing City and a shift in focus to higher density urban development. The management team is now committed to focusing on various process improvements which will enhance the efficiency of the planning application process over the longer term, and at the same time, will improve our customer centric approach.
33. These improvement projects are largely IT-based and are complemented by new modernised assessment frameworks including the recently adopted Environmentally Sustainable Development (ESD) policy and Sustainable Subdivisions Framework (SSF). Officers are now working through the details of these policies with a view to launching these new elements of the service early in the new financial year.
34. The indicators relating to statutory planning in the attached Performance Statement Report are summarised in the table below.

Service Performance Indicator	Results for 9 Months Ending			
	31 Mar 20	31 Mar 21	31 Mar 22	31 Mar 23
SP1-Time taken to decide planning applications (days)	70.00	60.00	70.00	105.00
SP2-Planning applications decided within required time frames	59.91%	80.76%	58.30%	44.03%
SP3-Cost of statutory planning service	\$1,864.23	\$1,809.09	\$2,026.03	\$2,465.19
SP4-Council planning decisions upheld at VCAT	70.00% (7/10)	100.00% (4/4)	100.00% (7/7)	54.55% (6/11)

35. Although it has been a challenging period in both attracting and retaining planning staff, this has begun to settle. This is reflected in the period 4 data. The SP1 increase in days to determine is an indicator that undecided applications that have been backlogged within the system are now being reduced. This does however, mean that

the SP2 data percentage of days to decide within the required timeframes will decrease because the backlogged applications referred to are mostly outside of the decision timeframe.

36. During the quarter, eleven appeals were considered by VCAT. Of the five unsuccessful appeals the details are as follows:

- a. Two matters refused under officer delegation were set aside at appeal and permits granted by VCAT;
- b. One matter approved for a planning permit under officer delegation was set aside at appeal and a permit refused by VCAT;
- c. Two matters considered at a Planning Delegated Committee were considered at appeal. In one matter, the Council decision was varied by VCAT, and permit conditions amended. In the second, the decision to grant an amended planning permit was refused by VCAT.

VCAT decisions are difficult to substantiate but, in each instance, whether matters are upheld or overturned it provides insights for officers as they consider future similar matters and in recommendations to applications made to the Planning Delegated Committee.

OFFICER RECOMMENDATION

37. That Council:

- 37.1 Receive the Quarterly Financial Management Report – Period Ending 31 March 2023 and note the financial matters contained within the report.**
- 37.2 Endorse the 2022-23 March 2023 Forecast Reconciliation.**
- 37.3 Receive the Quarterly Council Plan 2021-2025 - Annual Action Plan 2022/23 update to 31 March 2023.**

ATTACHMENTS

1. Governance Review [9.2.1 - 2 pages]
2. Quarterly Financial Management Report Period Ending 31 March 2023 [9.2.2 - 10 pages]
3. March 2023 Forecast Reconciliation [9.2.3 - 1 page]
4. Annual Plan - Quarterly Update Q 3 2023 (final) [9.2.4 - 91 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Quarterly Performance 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 Performance 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 reports on the Council's ongoing financial viability as at the date of the report 31 March 2023, 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.

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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Quarterly Financial Management Report

Period Ending 31 March 2023

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Summary of Financial Results - City of Ballarat Period Ending 31 March 2023

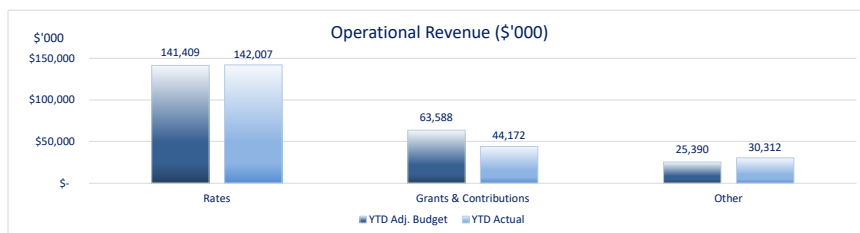
The Income Statement shows a surplus of \$77.3m for the 9 months to 31 March 2023, \$5.04m favourable to the year to date (YTD) adjusted budget. This is primarily due to less than expected expenditure in Employee Costs and Materials and Services, partially offset by less than expected revenue levels mostly related to grant funding.

Employee costs continue to trend favourably, with additional saving now recognised post Mid Year Budget Review (MYBR). Forecast spend at 31 March 2023 is 70% compared to an expected pro-rata level of 75%. Similarly, materials and services are only at 55% of the Annual Forecast however the variance is still considered to be of a timing nature.

Council's cash balance remains very strong with a balance of \$189.7 million at 31 March 2023, predominately due to the low level of capital works being complete year to date and high level of projects scheduled to be carried over to 2023/24.

Capital expenditure for the 9 months to 31 March 2023 totals \$38.8m, which represents 40% of the total annual forecast capital works, now expected to be \$97.1m.

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.

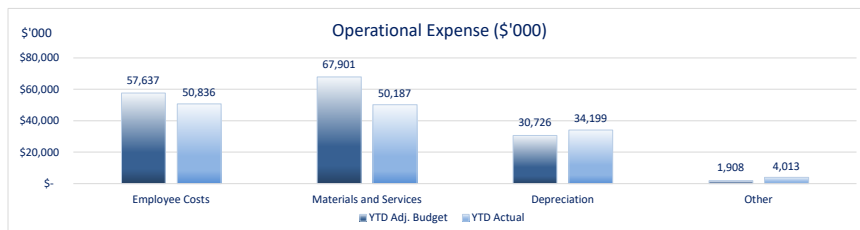


Key Budget Variances:

Rates - Revenue is consistent with the current forecast.

Grants and Contributions - The shortfall in grants and contributions is considered to be timing differences, primarily relating to the timing of FAG's funding. It is assumed that 75% of 2023/24 FAG's funding will be received in advance in June 2023 as it was in the previous year.

Other - Favourable due to additional interest revenue driven by higher interest rates available and higher cash balances held than budgeted, adjusted accordingly in the annual forecast.

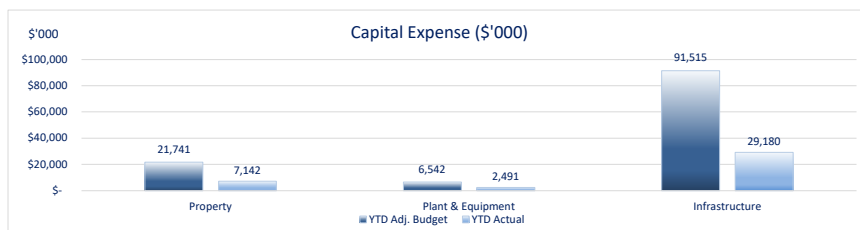


Key Budget Variances:

Employee Costs - Below YTD Adjusted Budget due to ongoing vacant positions and also due to a permanent saving of \$766k in the annual Workcover Premium to budget. The MYBR forecast indicates a saving of \$5.7m for the financial year, compared to the adopted budget.

Materials and Services - Favourable to forecast primarily due to the timing of service delivery, forecast changes only resulted in a small net change overall.

Other - Unfavourable to adjusted budget due to a \$2.1 million bad debt provision being raised relating to infringement debtors.



Key Budget Variances:

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

- The forecast figures are reflective of all changes highlighted as part of the mid-year budget review (MYBR) plus any additional changes highlighted since. As a result the capital program has been reduced to \$97.1m.

- The Capital Works statement is showing total spend to 31 March of \$38.8m. This is 40% of the annual forecast of \$97.1m.

Significant project underspends compared to YTD adjusted budget include:

- Developer Contributions Plan Construction \$17.1m, reduced full year budget from \$23.7m to \$5.3m in forecast
- Major Infrastructure Renewal \$8.8m, reduced full year budget from \$11.6m to \$8.1m in forecast
- Airport Runway \$8.7m, reduced full year budget from \$11.5m to \$2.9m in forecast
- Central Library \$5.0m, unchanged in forecast
- HMT \$6.4m, reduced full year budget from \$5.1m to \$3m in forecast
- Bakery Mall Redevelopment \$4.4m, reduced full year budget from \$7m to \$950k in forecast

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Income Statement - City of Ballarat

Period Ending 31 March 2023

	Year to Date (YTD) - 75%				Annual		
	(A)	(B)	(C)	(D)	(E)	(F)	
	Adjusted Budget	Actual	Variance (B-A)	Act. v Annual Forecast (B/F) %	Adopted Budget	Forecast	Notes
	\$'000	\$'000	\$'000		\$'000	\$'000	
Income							
Rates and charges	141,409	142,007	598	99%	142,027	142,963	
Statutory fees and fines	4,115	5,562	1,447	70%	6,278	7,978	1
User Fees	16,758	15,346	(1,412)	68%	22,403	22,488	2
Grants Capital	35,009	21,541	(13,468)	62%	18,441	34,524	3
Grants Operating	17,618	14,792	(2,826)	49%	27,344	30,218	4
Contributions Monetary	10,961	7,839	(3,122)	74%	14,330	10,536	5
Contributions Non Monetary	0	3,042	3,042	10%	34,473	30,473	
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	2,665	328	(2,337)	54%	2,703	603	6
Other Income	1,852	6,034	4,182	81%	2,494	7,423	7
Total Income	230,387	216,491	(13,896)	75%	270,493	287,204	
Expenses							
Employee Costs	57,637	50,836	6,801	70%	78,199	72,433	8
Materials and services	67,901	50,187	17,714	55%	88,530	90,547	9
Depreciation and amortisation	30,726	34,199	(3,473)	74%	40,969	46,146	10
Bad and doubtful debts	427	2,530	(2,103)	57%	568	4,438	
Borrowing Costs	1,033	1,036	(3)	76%	1,390	1,358	
Other expenses	448	447	1	59%	724	758	
Total expenses	158,172	139,235	18,937	65%	210,380	215,680	
Net Surplus	72,215	77,256	5,041	108%	60,113	71,524	

Notes:

1. Statutory Fees and Fines - Revenue from parking fines are \$1.3m ahead of YTD Adjusted Budget, while Town Planning Permits are \$90k favourable to YTD Adjusted Budget. In the forecast a total increase of \$1.7m has been included, \$1.5m for Parking Fines and \$200k for Permit revenues.
2. User Fees - Unfavourable variance to Adjusted Budget of \$1.4m, primarily due to invoice timing issues for Tip fees (two months invoicing) while fee averages are also tracking below budget expectations on a monthly basis. Despite being behind the YTD pro rata percentage only minor adjustments have been made in the forecast for this category.
3. Capital Grants - YTD variance to Adjusted Budget considered to be a timing issue outside the permanent changes identified in the forecast. The adjusted budget assumed a large amount of funding to be received in March which are yet to be received, causing a large variance. The Forecast net reduction of \$1.2m consisted of a permanent \$3.1m reduction on previously budgeted State contribution on the Airport Runway program. Previously unbudgeted funding was added for Bicycle Projects to be completed and eligible for claim this financial year, other changes were of a timing nature only.
4. Operating Grants - YTD variance to Adjusted Budget considered to be a timing issue with the YTD pro rata percentage impacted by the FAGS funding which is received later in the financial year. It is assumed that 75% of 2023/24 FAG's funding will be received in advance in June 2023 as it was in the previous year.
5. Contributions Monetary & Non Monetary have both seen forecast reductions based on the development activity for these DCP items which has been slower than budgeted assumptions. Non Monetary contributions for work in kind assets are recognised at the end of financial year.
6. The sale of 3 pieces of land originally budgeted will not occur this financial year, they have been included in the 2023/24 draft budget.
7. Other Income - Predominantly additional interest revenue driven by higher interest rates and higher cash balances held than budgeted, \$3.7m favourable YTD. A forecast increase of \$4.9m has been added with consideration of the current cash balance and the latest interest rates on offer.
8. Employee Costs - Favourable YTD due to ongoing vacant positions and also due to savings of \$766k in the annual Workcover Premium to budget. Permanent cost savings have been recognised in the forecast adjustment of \$5.7m from Adopted Budget.
9. 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. Significant items include EPA levy quarterly invoice not raised for Q2 or Q3 and savings on Q1 invoice resulting in a \$5.6m budget variance, and Street Lighting costs around the Heritage LED upgrades \$1.1m.
10. The non-cash items of Depreciation & Bad Debts were updated in the forecast based on updated information.

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Balance Sheet - City of Ballarat

As at 31 March 2023

	Year to Date (YTD)			Annual		
	Adjusted Budget	Actual	Variance	Adopted Budget	Forecast	Notes
	\$'000	\$'000	\$'000	\$'000	\$'000	
Assets						
Current Assets						
Cash and cash equivalents	105,257	189,713	84,456	50,368	131,391	1
Trade and other receivables	11,958	5,015	(6,943)	6,458	8,480	
Rates Receivables	25,397	27,998	2,601	5,500	5,500	
Fire Services Levy	2,221	2,671	450	0	0	
Other Financial Assets	2	2	0	2	2	
Inventories	456	515	59	456	435	
Non-Current Assets Classified as Held for Sale	0	0	0	0	0	
Other assets	200	1,518	1,318	1,307	1,742	
Total Current Assets	145,491	227,432	81,941	64,091	147,550	
Non-Current Assets						
Trade and other receivables	0	0	0	0	0	
Other Financial Assets	0	0	0	0	0	
Investments in associates, joint ventures and subsidiaries	0	0	0	0	0	
Property, infrastructure, plant and equipment	2,174,370	2,173,342	(1,028)	2,109,953	2,138,411	
Right of Use Asset	1,678	1,095	(583)	1,678	1,095	
Investment Property	0	0	0	0	0	
Other Non-Current Assets	158	1,261	1,103	158	2,387	
Works in Progress Expense - Current Year	119,798	41,855	(77,943)	127,357	149,437	2
Total Non-Current Assets	2,296,004	2,217,553	(78,451)	2,239,146	2,291,330	
Total Assets	2,441,495	2,444,985	3,490	2,303,237	2,438,880	
Liabilities						
Current Liabilities						
Trade and other payables	9,089	1,586	7,503	9,089	9,089	
Fire Services Levy	4,306	12,939	(8,633)	0	0	
Trust funds and deposits	14,138	11,738	2,400	14,138	14,138	
Provisions	15,368	14,110	1,258	15,735	19,238	3
Interest-bearing loans and borrowings	1,173	1,194	(21)	4,166	3,053	
Lease Liabilities	457	401	56	457	401	
Unearned Income	0	0	0	0	0	
Other Current Liabilities	0	0	0	0	0	
Total Current Liabilities	44,531	41,968	2,563	43,585	45,919	
Non-Current Liabilities						
Trust Funds and Deposits	0	0	0	0	0	
Provisions	23,058	24,473	(1,415)	10,603	23,058	
Interest-bearing loans and borrowings	31,047	31,048	(1)	39,540	27,994	
Lease Liabilities	1,153	752	401	1,153	752	
Other Non-Current Liabilities	0	0	0	0	0	
Total Non-Current Liabilities	55,258	56,273	(1,015)	51,296	51,804	
Total Liabilities	99,789	98,241	1,548	94,881	97,723	
Net Assets	2,341,706	2,346,744	5,038	2,208,356	2,341,157	
Equity						
Accumulated surplus	1,350,312	1,350,312	0	1,372,086	1,350,312	
Reserves	919,179	919,179	0	776,157	919,321	
YTD Surplus/(Deficit)	72,215	77,253	5,038	60,113	71,524	
Total Equity	2,341,706	2,346,744	5,038	2,208,356	2,341,157	

Notes:

- Cash balances have been updated for the Forecast changes and reflect the reduced capital program to be delivered and all operating expenditure updates.
- Work in Progress assets are less than YTD Adjusted 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, and with the reductions outlined in the MYBR process and future forecasts the total decrease from the adjusted budget is \$72.1m with a total of \$97.1m in capital works to be delivered.
- The forecast increase in the current provision balance relates to an expected increase in the bad debt provision.

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Cash Flow Statement - City Of Ballarat

Period Ending 31 March 2023

	Year to Date (YTD) - 75%				Annual		Notes
	(A)	(B)	(C)	(D)	(E)	(F)	
	Adjusted Budget \$'000	Actual \$'000	Variance (B-A) \$'000	Act. v Annual MYBR (B/F) %	Adopted Budget \$'000	Forecast \$'000	
Cash flows from operating activities							
Rates and charges	115,799	119,259	3,460	85%	141,743	140,213	1
Statutory fees and fines	4,113	5,057	944	63%	6,278	7,978	2
User Fees	16,543	16,932	389	67%	22,119	25,238	
Grants Operating	14,304	11,466	(2,838)	43%	27,344	26,905	
Grants Capital	17,666	4,197	(13,469)	24%	18,441	17,180	3
Contributions Monetary	10,771	7,651	(3,120)	74%	14,330	10,348	4
Interest received	567	2,788	2,221	49%	600	5,672	
Net GST Payment/Refund	0	685	685	#DIV/0!	0	0	
Other receipts	1,286	3,246	1,960	185%	1,894	1,751	
Trust funds	0	(1,825)	(1,825)	88%	0	(2,067)	
Fire Services Levy	2,085	7,627	5,542	#DIV/0!	0	0	
Employee Costs	(57,636)	(50,369)	7,267	70%	(78,199)	(72,433)	5
Materials and Services	(66,448)	(62,916)	3,530	66%	(88,530)	(95,034)	6
Other payments	(449)	(447)	2	59%	(724)	(758)	
Net cash provided by (used in) operating activities	58,601	63,349	4,748	97%	65,296	64,991	
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment	(119,799)	(38,374)	81,425	40%	(127,357)	(97,086)	7
Proceeds from sale of property, infrastructure, plant and equipment	2,670	748	(1,922)	75%	3,103	1,003	
Net cash provided by (used in) investing activities	(117,129)	(37,626)	79,503	39%	(124,254)	(96,083)	
Cash flows from financing activities							
Finance costs	(1,229)	(1,045)	184	77%	(1,390)	(1,358)	
Proceeds from interest bearing loans and borrowings	0	0	0	#DIV/0!	12,750	0	
Repayment of interest bearing loans and borrowings	(3,519)	(3,498)	21	75%	(4,783)	(4,692)	
Net cash provided by (used in) financing activities	(4,748)	(4,543)	205	75%	6,577	(6,050)	
Net increase/(decrease) in cash and cash equivalents	(63,276)	21,180	84,456	(1)	(52,381)	(37,142)	
Cash and cash equivalents at the beginning of the period	168,533	168,533	0	100%	102,749	168,533	
Cash and cash equivalents at the end of the period	105,257	189,713	84,456	144%	50,368	131,391	
Less Restricted Cash							
Sub Dividers Reserve	(4,233)	(4,233)	0	97%	(3,210)	(4,377)	
Developer Contributions Reserve	(26,316)	(26,316)	0	86%	(17,957)	(30,456)	
Asset Realisation Reserve (Sale of Land)	(3,321)	(3,322)	(1)	#DIV/0!	0	0	
Waste Reserve	(5,094)	(5,094)	0	119%	(733)	(4,284)	
Trust Funds and Deposits	(16,205)	(11,738)	4,467	83%	(11,788)	(14,138)	
Total Restricted Cash	(55,169)	(50,703)	4,466	95%	(33,688)	(53,255)	
Unrestricted Cash	50,088	139,010	88,922	178%	16,680	78,136	

Notes:

Cash changes resulting from the MYBR forecast outcome have been updated for operating activities.

1. YTD Cash flow from Rates and Charges are favourable by \$3.46m with annual rate payments due in February. This is considered to be a timing issue based on budgeted assumptions on the timing of rate payment receipts and the timing of Pensioner rebate receipt.
2. Statutory fees and fines have increased in line with the income statement. The original budget was too conservative.
3. Capital Grants updated in the forecast based on updated funding timing while also adjusting for some permanent funding changes from original budget assumptions. Significant grant amounts were budgeted in March 2023 that have not been received YTD as yet.
4. Contributions Monetary primarily relates to timing of Developer Contributions, which were subsequently reduced in the forecast.
5. Employee costs are down which is reflective of the YTD savings due to vacant positions, a permanent change amended in the forecast.
6. Materials and Service payments are well below budget YTD due to the timing of works delivered, along with invoicing and creditor payment factors.
7. Cash flows from investing activities are tracking well below budget due to the level of capital works that have been delivered YTD. Forecast changes for the capital program have been adjusted, along with the decrease in proceeds from land sales.

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Statement of Capital Works - City of Ballarat

Period Ending 31 March 2023

	Year to Date (YTD) - 75%				Annual	
	(A)	(B)	(C)	(D)	(E)	(F)
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Act. v Annual MYBR (B/F) %	Adopted Budget \$'000	Forecast \$'000
Property						
Land	0	4,750	(4,750)	100%	0	4,750
Land improvements	150	0	150	0%	200	200
Total land	150	4,750	(4,600)	96%	200	4,950
Buildings						
Buildings	9,861	860	9,001	16%	12,400	5,306
Heritage buildings	7,156	175	6,981	6%	9,281	3,155
Building improvements	4,574	1,357	3,217	32%	5,303	4,299
Total buildings	21,591	2,392	19,199	19%	26,984	12,760
Total property	21,741	7,142	14,599	40%	27,184	17,710
Plant and equipment						
Plant, machinery and equipment	4,910	1,304	3,606	26%	4,966	5,063
Fixtures, fittings and furniture	62	31	31	69%	68	45
Computers and telecommunications	1,222	863	359	32%	2,346	2,720
Library books	348	293	55	63%	428	468
Total plant and equipment	6,542	2,491	4,051	30%	7,808	8,296
Infrastructure						
Roads	40,121	8,833	31,288	35%	35,308	24,956
Bridges	477	13	464	7%	527	177
Footpaths and cycleways	1,450	1,736	(286)	82%	800	2,129
Drainage	4,783	461	4,322	29%	4,695	1,610
Recreational, leisure and community facilities	19,954	10,682	9,272	48%	16,395	22,292
Waste management	3,533	4,112	(579)	54%	7,359	7,607
Parks, open space and streetscapes	5,129	1,547	3,582	30%	7,827	5,097
Aerodromes	8,825	132	8,693	5%	11,304	2,928
Off street car parks	1,453	625	828	35%	749	1,792
Other infrastructure	5,790	1,039	4,751	42%	7,401	2,492
Total infrastructure	91,515	29,180	62,335	41%	92,365	71,080
Total capital works expenditure	119,798	38,813	80,985	40%	127,357	97,086
Represented by:						
New asset expenditure	48,026	23,149	24,877	59%	61,955	39,463
Asset renewal expenditure	41,266	10,386	30,880	27%	42,862	37,837
Asset upgrade expenditure	30,506	5,278	25,228	27%	22,540	19,787
Total capital works expenditure	119,798	38,813	80,985	40%	127,357	97,086

Notes:

- The variance between YTD adjusted Budget and YTD Actual is primarily due to the timing of the Capital Works program.
- The forecast figures are reflective of all changes highlighted as part of the mid-year budget review (MYBR) plus any additional changes highlighted since. As a result the capital program has been reduced to \$97.1m.
- The Capital Works statement is showing total spend to 31 March of \$38.8m. This is 40% of the annual forecast of \$97.1m.

Significant project underspends compared to YTD adjusted budget include;

- Developer Contributions Plan Construction \$17.1m, reduced full year budget from \$23.7m to \$5.3m in forecast
- Major Infrastructure Renewal \$8.8m, reduced full year budget from \$11.6m to \$8.1m in forecast
- Airport Runway \$8.7m, reduced full year budget from \$11.5m to \$2.9m in forecast
- Central Library \$5.0m, unchanged in forecast
- HMT \$6.4m, reduced full year budget from \$5.1m to \$3m in forecast
- Bakery Mall Redevelopment \$4.4m, reduced full year budget from \$7m to \$950k in forecast

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Capital Project Report - City of Ballarat Period Ending 31 March 2023

Project	Project Description	Asset Class	Year To Date			Annual
			Adjusted Budget \$'000	Actuals \$'000	Variance \$'000	Forecast \$'000
801520	Equipment	Plant, machinery and equipment	0	3	(3)	212
801540	Library Books	Library books	348	293	55	468
802940	Furniture	Fixtures, fittings and furniture	0	27	(27)	0
820040	Parking Meter Replacement Program	Plant, machinery and equipment	75	5	70	40
820700	Plant Replacement Program	Plant, machinery and equipment	3,585	1,296	2,289	3,385
820710	Waste Fleet Replacement Program	Plant, machinery and equipment	900	0	900	1,200
820750	BALC Assets & Equipment	Recreational, leisure and community facilities	110	23	87	220
820760	Outdoor Swimming Pool Upgrade	Recreational, leisure and community facilities	150	39	111	150
822010	Land Development Council Contribut.	Other infrastructure	98	83	15	130
822460	Desktop Replacement Program	Computers and telecommunications	557	859	(302)	1,160
823120	BRL Capital Expenditure	Waste Management	2,471	4,011	(1,540)	6,155
823330	City Entrances	Parks, open space and streetscapes	153	15	138	204
831700	Playground Improvement Program	Recreational, leisure and community facilities	49	9	40	65
833550	Street and Park Furniture Renewal	Parks, open space and streetscapes	138	66	72	180
833570	Ballarat Botanical Gardens - Asset	Parks, open space and streetscapes	77	20	57	102
833650	Street Irrigation	Parks, open space and streetscapes	128	22	106	170
833655	Irrigation Renewal Botanical Gardens	Parks, open space and streetscapes	375	0	375	200
833670	Civic Hall Redevelopment Project	Heritage buildings	50	32	18	50
833760	School Crossing Supervisor Shelters	Other infrastructure	19	0	19	25
833820	Playspace Upgrades	Recreational, leisure and community facilities	297	1	296	299
834040	Facilities Upgrade	Building Improvements	3,200	1,269	1,931	3,203
834520	Bicycle Strategy Projects	Footpaths and cycleways	200	809	(609)	701
834530	Federal Blackspot Funding	Roads	375	36	339	932
834540	Major New Capital Road Projects	Roads	2,071	2,498	(427)	2,940
834550	Major Infrastructure Renewal Project	Roads	10,472	1,704	8,768	8,095
834551	LRCI Funded Program	Roads	1,633	194	1,439	566
834552	Prior Year Construction Final Road Seals Program	Roads	150	275	(125)	200
834570	Federal Roads to Recovery Funding	Roads	1,520	304	1,216	1,100
834610	Public Art Program	Recreational, leisure and community facilities	25	8	17	270
835300	Sebastopol South Kindergarten Refurbishment	Building Improvements	570	37	533	76
835990	Recreation Capital Improvement	Recreational, leisure and community facilities	2,037	1,110	927	1,653
836000	Replacement Bin Program	Waste Management	285	64	221	250
836040	Median Strip Landscaping	Parks, open space and streetscapes	84	0	84	112
836190	Sports Reserves Surface Renewal	Recreational, leisure and community facilities	250	256	(6)	256
836390	HMT Equipment	Fixtures, fittings and furniture	62	0	62	2
836400	Program Gravel Road Renewal	Roads	879	77	802	879
836410	Program Major Patching	Roads	1,405	47	1,358	1,405
836980	Bicycle Paths	Footpaths and cycleways	200	5	195	200
836990	Bridge Rehabilitation Infrastructure	Bridges	477	13	464	177
837000	Bus Shelter repair and replacement	Other infrastructure	159	218	(59)	250
837010	Drainage Projects	Drainage	836	461	375	1,060
837020	Lake Wendouree Infrastructure Works	Other infrastructure	79	56	23	106
837021	Better Boating	Other infrastructure	30	0	30	30
837022	North Shore Fishing Access	Other infrastructure	80	73	7	80
837030	Kerb and channelling	Roads	364	533	(169)	485
837040	Footpath Works	Footpaths and cycleways	1,050	716	334	1,228
837050	Program Reseals	Roads	2,000	1,973	27	2,000
837055	Program Asphaltting	Roads	1,000	0	1,000	1,000
837060	Developer Contribution Plan Construction	Roads	18,252	1,183	17,069	5,355
837170	HMT Conservation Works	Heritage buildings	648	67	581	130
837200	Community Infrastructure Plan Implementation	Buildings	91	72	19	190
837201	Major Community Infrastructure Plan Implementation	Buildings	3,221	49	3,172	358
837202	Minor Community Infrastructure Plan Implementation	Buildings	1,296	430	866	1,608
837260	Ballarat Connections	Footpaths and cycleways	0	206	(206)	0
837350	Community and Industry Resources & Recycling Centre	Waste Management	0	2	(2)	0
837380	Art Acquisitions For AGB	Recreational, leisure and community facilities	0	187	(187)	0
837500	SMART City & Suburbs Grant	Computers and telecommunications	0	4	(4)	0
837550	Charlesworth St Retarding Basin	Drainage	2,451	0	2,451	200
837570	Lake Lighting & Fitness Equipment	Recreational, leisure and community facilities	2,397	652	1,745	3,283
837590	Events Capital	Recreational, leisure and community facilities	163	85	78	245
837610	Bakery Hill	Other infrastructure	4,970	542	4,428	950
837620	Town Hall restoration (A Hall)	Building Improvements	15	35	(20)	100
837630	Central Library	Buildings	5,215	228	4,987	3,000
837660	Street Trees & Planting	Parks, open space and streetscapes	375	53	322	500
837670	Fast Track Recreation Projects	Recreational, leisure and community facilities	2,661	1,897	764	2,635
837690	Wendouree Community Recreation Precinct	Recreational, leisure and community facilities	4,025	5,206	(1,181)	5,537
837700	Mars Stadium Stage 2	Recreational, leisure and community facilities	0	2	(2)	0
837711	HMT Stage 3	Heritage buildings	6,458	76	6,382	2,975
837713	Ballarat Sports and Ent Centre Stage 2	Buildings	0	81	(81)	100
837714	Warrenheip St Buninyong Street Scape Upgrade	Parks, open space and streetscapes	0	1	(1)	0
837717	Airport Runway Upgrade	Aerodromes	8,776	113	8,663	2,863
837718	Alfredton Recreation Reserve Upgrade	Recreational, leisure and community facilities	594	67	527	594
837719	Art Gallery Lighting Upgrade	Building Improvements	210	16	194	210
837721	CBD Outdoor Dining & Streetscape Activation	Recreational, leisure and community facilities	0	5	(5)	0
837723	Vic Roads Sturt St West of Drummond	Roads	0	9	(9)	0
837724	Fernery Outdoor Landscaping	Parks, open space and streetscapes	410	41	369	472
837725	My Neighbourhood Capital	Other infrastructure	35	0	35	326
837727	AGB Upgrade - Toilet facilities	Building Improvements	38	0	38	0

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Capital Project Report - City of Ballarat

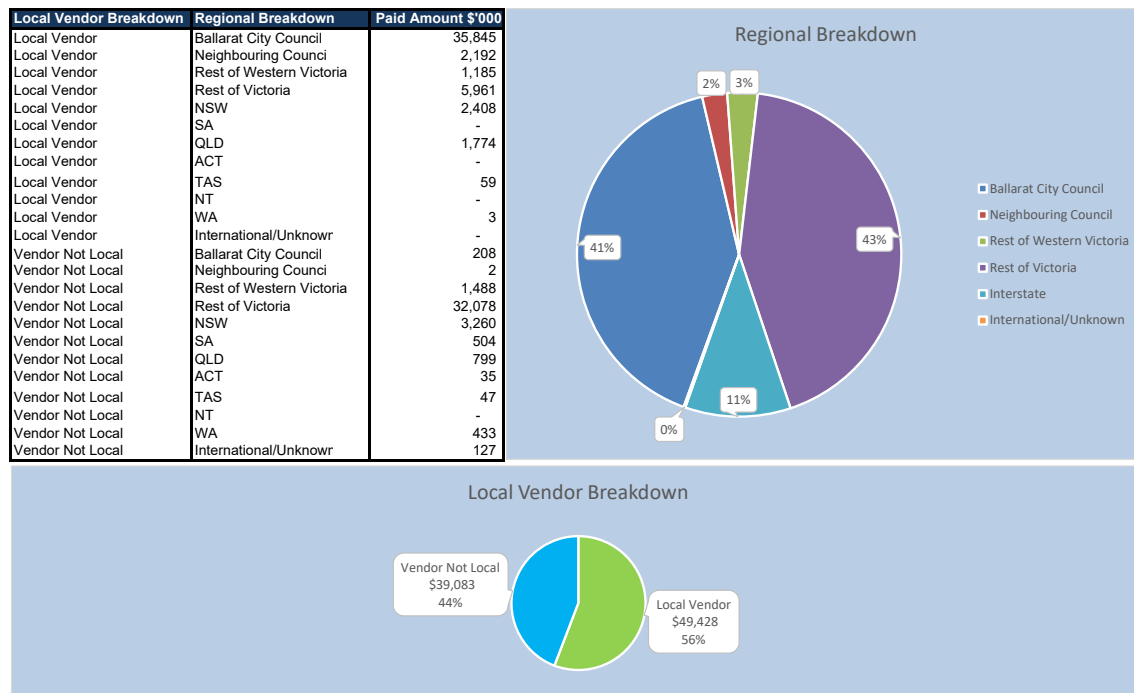
Period Ending 31 March 2023

Project	Project Description	Asset Class	Year To Date			Annual
			Adjusted Budget \$'000	Actuals \$'000	Variance \$'000	Forecast \$'000
837728	AGB Upgrade - Skylights	Building Improvements	413	0	413	550
837739	Black Hill Landfill Capital	Waste Management	50	0	50	50
837740	Whitehorse Rd Landfill Capital	Waste Management	727	35	692	902
837742	Cornish Street Dam Wall Construction, Buninyong	Drainage	1,246	0	1,246	200
837743	Mair Street Super Pipe	Drainage	100	0	100	0
837744	Miners Rest Drainage plan	Drainage	150	0	150	150
837746	Spotlight on Sebastopol	Parks, open space and streetscapes	2,001	1,208	793	1,735
837747	ICT Initiatives	Computers and telecommunications	448	0	448	1,280
837749	Lake Burrumbeet Safety Markers	Other infrastructure	225	12	213	300
837750	Latrobe St Saleyards Renewal	Land Improvements	150	0	150	200
837751	Land Ballarat Major Events Precinct	Land	0	4,750	(4,750)	4,750
837752	CBD Free Carparks	Off street car parks	1,453	625	828	1,792
837753	Early Investigation Works	Other infrastructure	0	45	(45)	0
837754	MRF	Waste Management	0	0	0	250
837755	Sunnyside Mill Parklands - Stage 1	Parks, open space and streetscapes	172	0	172	172
837756	Exceptional Assistance Grants - Emergency Mangement	Building Improvements	30	0	30	30
837758	Open Space Contributions Projects	Parks, open space and streetscapes	750	102	648	750
837760	Wendouree CC Inclusive Outdoor Equipment	Recreational, leisure and community facilities	1	1	0	1
837762	Early Childhood Ventilation	Fixtures, fittings and furniture	0	1	(1)	0
837767	COVID Safe Outdoor Activation Fund 2021	Recreational, leisure and community facilities	987	422	565	1,018
837769	Alfredton Rec Reserve Netball Court	Recreational, leisure and community facilities	575	179	396	750
837780	Pleasant Street Soccer Pitch Renewal	Recreational, leisure and community facilities	1,740	113	1,627	1,300
837781	Doug Dean Facility Upgrade	Recreational, leisure and community facilities	390	14	376	210
837782	Mt Clear CC Net renewal	Recreational, leisure and community facilities	775	13	762	560
837783	Learmonth Netball Courts	Recreational, leisure and community facilities	1,150	131	1,019	925
837785	Skate Park Facility upgrades	Recreational, leisure and community facilities	200	0	200	150
837786	Buninyong Surface	Recreational, leisure and community facilities	170	18	152	35
837787	Invermay Shelter Seating	Recreational, leisure and community facilities	70	0	70	0
837788	Reactive Sport Infrastructure Maintenance	Recreational, leisure and community facilities	139	55	84	185
837790	AGB Humidifiers	Plant, machinery and equipment	188	0	188	0
837791	AGB Redevelopment	Buildings	38	0	38	50
837795	Russell Square Outdoor Gym Equipment	Recreational, leisure and community facilities	14	0	14	120
837797	Mt Clear Recreation Reserve Scoreboard	Recreational, leisure and community facilities	0	47	(47)	100
837798	Learmonth Recreation Reserve Electronic Scoreboard	Recreational, leisure and community facilities	0	0	0	54
837800	Elevating Integrated Water Management	Parks, open space and streetscapes	466	19	447	500
837801	Yarrowee River GPT	Recreational, leisure and community facilities	100	0	100	347
837802	Solar PV Install	Other infrastructure	0	3	(3)	200
837803	Electric Vehicle Charging	Other infrastructure	95	7	88	95
837804	Trails and Connections	Recreational, leisure and community facilities	750	34	716	1,000
837810	Girrabanya Children's Centre Sensory & Outdoor Equipment	Recreational, leisure and community facilities	0	9	(9)	0
837840	BI Medium Projects	Computers and telecommunications	217	0	217	280
837992	City Oval Bowls	Recreational, leisure and community facilities	0	15	(15)	35
837995	Upgrades for sporting events	Recreational, leisure and community facilities	60	0	60	30
837996	Delacombe Community Outdoor Gym	Recreational, leisure and community facilities	0	0	0	120
838003	Skate Park Facility upgrades Sebastopol	Recreational, leisure and community facilities	0	0	0	60
838004	Buninyong Tennis Court Renewal	Recreational, leisure and community facilities	35	84	(49)	0
840009	Air Purifiers	Fixtures, fittings and furniture	0	3	(3)	37
840010	Toddler Scale Upgrade	Fixtures, fittings and furniture	0	0	0	6
840012	Airport General Renewal	Aerodromes	49	19	30	65
840013	Age Friendly Strategy Project	Recreational, leisure and community facilities	40	0	40	85
840014	BALC Cardio Equipment	Plant, machinery and equipment	49	0	49	66
840015	BALC Operations Renewal	Plant, machinery and equipment	113	0	113	160
840017	Changing Places	Building Improvements	98	0	98	131
840018	Accessibility, Arts and Assistance Dogs	Recreational, leisure and community facilities	0	0	0	0
840019	Drainage Basin RB11 - Council Resolution	Drainage	0	0	0	0
Grand Total			119,798	38,813	80,985	97,086

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Local Spend Summary - City Of Ballarat Period Ending 31 March 2023



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 31 March 2023

Institution	Percentage of Total Investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
Bank of Queensland	3.02%	Term Deposit	\$ 5,000,000.00	4.05%	26/10/2022	5/04/2023
Suncorp	2.42%	Term Deposit	\$ 4,000,000.00	4.05%	2/11/2022	12/04/2023
Suncorp	1.21%	Term Deposit	\$ 2,000,000.00	4.06%	9/11/2022	12/04/2023
Suncorp	3.63%	Term Deposit	\$ 6,000,000.00	4.12%	9/11/2022	19/04/2023
Suncorp	3.02%	Term Deposit	\$ 5,000,000.00	4.04%	16/11/2022	26/04/2023
Suncorp	1.21%	Term Deposit	\$ 2,000,000.00	4.01%	23/11/2022	26/04/2023
Suncorp	4.23%	Term Deposit	\$ 7,000,000.00	4.06%	23/11/2022	3/05/2023
Suncorp	3.63%	Term Deposit	\$ 6,000,000.00	4.14%	30/11/2022	10/05/2023
Suncorp	1.81%	Term Deposit	\$ 3,000,000.00	4.18%	30/11/2022	17/05/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.15%	7/12/2022	24/05/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.20%	7/12/2022	31/05/2023
Suncorp	1.81%	Term Deposit	\$ 3,000,000.00	4.09%	7/12/2022	17/05/2023
Bendigo & Adelaide Bank	2.42%	Term Deposit	\$ 4,000,000.00	4.20%	14/12/2022	7/06/2023
Bank of Queensland	2.42%	Term Deposit	\$ 4,000,000.00	4.35%	21/12/2022	7/06/2023
AMP - Laminar Capital	1.81%	Term Deposit	\$ 3,000,000.00	4.30%	4/01/2023	14/06/2023
Bendigo & Adelaide Bank	2.11%	Term Deposit	\$ 3,500,000.00	4.35%	11/01/2023	14/06/2023
Bendigo & Adelaide Bank	1.81%	Term Deposit	\$ 3,000,000.00	4.37%	11/01/2023	21/06/2023
Bank of Queensland	2.42%	Term Deposit	\$ 4,000,000.00	4.28%	18/01/2023	21/06/2023
Bank of Queensland	1.21%	Term Deposit	\$ 2,000,000.00	4.33%	18/01/2023	28/06/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.15%	25/01/2023	28/06/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.25%	1/02/2023	5/07/2023
Commonwealth Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.44%	8/02/2023	12/07/2023
Commonwealth Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.47%	8/02/2023	19/07/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.60%	15/02/2023	26/07/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.62%	15/02/2023	2/08/2023
Bendigo & Adelaide Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.65%	15/02/2023	9/08/2023
Commonwealth Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.62%	22/02/2023	16/08/2023
Westpac Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.66%	22/02/2023	23/08/2023
Commonwealth Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.69%	1/03/2023	30/08/2023
Commonwealth Bank	3.63%	Term Deposit	\$ 6,000,000.00	4.71%	1/03/2023	6/09/2023
Bank of Queensland	3.63%	Term Deposit	\$ 6,000,000.00	4.63%	8/03/2023	13/09/2023
Bank of Queensland	1.81%	Term Deposit	\$ 3,000,000.00	4.67%	8/03/2023	20/09/2023
Suncorp	1.81%	Term Deposit	\$ 3,000,000.00	4.52%	15/03/2023	20/09/2023
Suncorp	1.21%	Term Deposit	\$ 2,000,000.00	4.52%	15/03/2023	27/09/2023
Bank Vic - Laminar Capital	2.42%	Term Deposit	\$ 4,000,000.00	4.75%	22/03/2023	27/09/2023
IMB	1.81%	Term Deposit	\$ 3,000,000.00	4.60%	29/03/2023	4/10/2023

Total Investments

\$ 165,500,000.00

Total % of Non Fossil Fuel Lending Institutions

61.9%**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 61.9% of total funds invested at 31 March 2023 and have been invested at rates that are considered comparable to other institutions.

Over the financial year to date there has been a significant increase in investment rates that Council has been able to take advantage of, given the RBA movements. Commentary suggests rates are likely to increase in further into mid 2023.

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March 2023 Forecast Reconciliation - City of Ballarat

Period Ending 31 March 2023

Comprehensive Income Statement			
		\$'000	\$'000
Mid-Year Budget Review Surplus		\$	66,185
Permanent Variance - Favourable/(Unfavourable)			
Employee Expenses	(1)	\$2,500	
Interest Revenue	(2)	\$1,300	
Additional User Fees	(3)	\$52	
Statutory Fees; Parking Fines	(4)	\$100	
Rates exemptions	(5)	(\$138)	
Grants Operating	(6)	\$33	
Gun Club clean up	(7)	(\$350)	
Materials & Services minor adjustments	(8)	\$43	
			\$3,540
Timing Only - Favourable/(Unfavourable)			
Grant Capital timing	(9)	\$1,025	
Business Systems Improvement	(10)	\$774	
			\$1,799
Annual Forecast Surplus - 31 March 2023		\$	71,524
Notes:			
(1) Predominately relates to savings in employee costs due to vacant positions.			
(2) Updated based on current interest rates and cash balances.			
(3) Minor increases in various user fees, primarily within Regulatory Services.			
(4) Additional Parking fine income based on YTD actuals.			
(5) Rates exemptions due to charity status granted.			
(6) Recognising Operating Grant received not previously budgeted.			
(7) Gun Club site EPA works required, budget was not carried over from 21/22.			
(8) Minor adjustments to Materials & Services expenses based on departmental revisions.			
(9) Timing of funding receipts based on funding agreements			
(10) Business System Improvement projects including HRISS and Data Tree Inventory to be delivered in 23/24			
Statement of Capital Works			
		\$'000	\$'000
Mid-Year Budget Review - Total Capital Works		\$	104,681
Timing Only - Increase/(Decrease)			
Airport Runway Upgrade	(1)	(\$2,544)	
Alfredton Community Hub (Ballymanus)	(1)	(\$1,500)	
Central Library	(1)	(\$1,164)	
Sebastopol Community Hub	(1)	(\$900)	
Alfredton Reserve Netball Court	(1)	(\$500)	
Doug Dean Facility Upgrade	(1)	(\$490)	
Mt Clear Cricket Net renewal	(1)	(\$140)	
Intercultural Garden	(1)	(\$100)	
Drainage Basin	(2)	(\$1,940)	
			(\$9,278)
Permanent Variance - Increase/(Decrease)			
Drainage Basin	(2)	\$1,940	
Other minor adjustments	(3)	(\$258)	
			\$1,682
Forecast - 31 March 2023			\$97,086
Notes:			
(1) Project will not be completed in 2022/23. Will be requested as a carry forward in the 2023/24 Budget.			
(2) Drainage Basin works approved by Council resolution, delivery planned in 22/23 but has now been deferred to 23/24.			
(3) Minor capital work reductions for items no longer required			

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 CITY OF BALLARAT
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Goal 1: An environmentally sustainable future



CITY OF BALLARAT
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1.1 Transition towards zero emissions

Development of an Environmental Sustainable Design (ESD) Policy and Framework for Council assets

In Progress

The Policy and Framework is now in final draft and internal consultation complete. Scheduled for May/June adoption.

Educational programs for children with focus on electricity/water saving

Ongoing

Educational programs 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

In Progress

Fleet upgrades have considered options for hybrid vehicles where possible.

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Support solar energy efficiencies installations on community buildings

Ongoing

Actively supporting and providing advice throughout Council to support solar and other sustainable approaches to improve the efficiency of community buildings.

Electric Vehicle Transition Plan - installation of Electric Vehicle charging stations

In Progress

Contractor was appointed in March 2023. Installation is expected to take place in May/June.



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1.2 Transition towards zero waste

Exploration of nappy waste solutions with the Environmental Sustainable Design team

Ongoing

ESD continuing to explore new options regarding nappy recycling concepts after some unsuccessful leads.

Update the Resource Recovery and Waste Management Strategy

In Progress

Project Charter and engagement plan developed. Expected to be presented to Council for adoption in October 2023.

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

In Progress

Second Round of Consultation complete, Kerbside Transition Plan to be developed over coming months and expected to be presented to Council October 2023.


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Participate in opportunities towards transitioning to zero waste	Ongoing	Staff continue to sort waste to ensure recycling occurs where possible in day-to-day operations.
Explore opportunities to retain the value of waste materials locally	In Progress	Circular Economy Precinct – Expression of Interest (EOI) released in March 2023 and closes 21 April 2023. Funding application made to Regional Recycling Fund for the development of a Materials Recovery Facility in Ballarat - awaiting outcome. E-waste project scope being developed, and initial trial commenced.
Implement "in-truck" reporting and data management system	In Progress	An assessment of the operational requirement against Council's current systems indicate that a new solution will be required. A Business Case for a solution has been developed and submitted to the 23/24 budget process. If funded project will recommence.
Continue to work with the Victorian Government to progress a circular economy precinct of regional significance	In Progress	Circular Economy Precinct – Expression of Interest (EOI) released in March 2023 and closes 21 April 2023. Funding application made to Regional Recycling Fund for the development of a Materials Recovery Facility in Ballarat - awaiting outcome. E-waste project scope being developed, and initial trial commenced.



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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

Ongoing

Flyers and posters promoting the rebate displayed at Parent Place and distributed to Maternal Child Health (MCH) centres. Also distributed to hospitals to maternity wards.

Delivery of the Nature Stewards program for Spring / Summer

Completed

Complete

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

Ongoing

The CoB sustainability team has developed a project to establish recycled water availability to the Wendouree West Recreation Reserve. Consultation has been undertaken with local sporting user groups. Funding has been sourced via the State Government to support the project. Planning is also about to commence on a similar opportunity for Victoria Park.



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

Ongoing

Held first Municipal Emergency Management Planning Committee (MEMPC) meeting for 2023. Schedule set for three MEMPC meetings for 2023. Staff attended Regional Relief and Recovery meeting hosted by Emergency Recover Victoria and Department Fairness Family and Housing.

Three meetings attended for multi-agency response, relief and recovery exercise planning and implementation. Estimated approximately 80 key stakeholders will participate in a live exercise being held in May 2023.

Regular verification and updates entered to the Vulnerable Persons Register (VPR).

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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

Completed

Detailed capital works program prepared and progressing towards design for projects in 2023/24 onwards. Implementation of Cycling Action Plan projects prioritised in budget submissions.

Continue to review the Smarter Parking Initiative and align it to strategic planning for future infill development and smarter transport networks

In Progress

Continue to partner with internal stakeholders around parking options in the CBD.

Develop an Integrated Transport Plan which will identify future capital works that help to deliver lower carbon transport options across the City

Ongoing

Scoping of Integrated Transport Strategy is still underway, and the Principal Transport Planner has now commenced with the City and is working on progressing this work quickly.



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

In Progress

Information Brief in progress. Officer Report expected to be presented to Council meeting in June 2023.

Deliver annual capital projects that expand the City's footpath and bicycle path networks

In Progress

Major new trail project linking Victoria Park to Doug Dean Reserve (via Sutton Street) finalised for tender. Construction commenced on missing link in Yarrowee River trail along Grenville Street South (Steinfeld Street to Little Bridge Street).



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

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

Ongoing

The Compliance team continue to work with builders and developers to ensure construction management plans are implemented and followed.

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

In Progress

Draft timeline for the development of the Strategy has been put together. Consultant has been engaged to assist with background information and a review of previous reports. Partnership with Wadawurrung established and the stakeholder codesign planned for late April 2023. Expected to be presented to Council for adoption in October 2023.


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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

Ballarat Animal Shelter Project is progressing. Council budget shortfall identified and submitted into the budget process to move forward with next steps for design and construction.

Deliver sustainable heating, cooling and insulation solutions in community facilities throughout building via our asset renewal program

Ongoing

Continue to engage ESD department and other appropriate work departments to ensure oversight and consideration for sustainable practices being built into our work practices.

Implementation of recycle & co-mingle recycle in Lucas Community Hub

Completed

Complete


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Sustainable Procurement Evaluation Framework to be developed	In Progress	Procurement Policy review is underway, which is considering sustainable procurement. Review requested to go back to council at the April scheduled meeting.
Development of an Environmental Management System to reduce and manage environmental impacts and responsibilities while operating efficiently	In Progress	Consultant conducted workshops to assist with identification of Council's Environmental Aspects - products / activities / services that have a significant impact on the environment.
Pursue road construction techniques with less reliance on virgin quarry materials	In Progress	Further trials in a sealed road environment for Nano Tech Terra Liquid will continue in 2023/24.
Delivery of year 1 actions of Elevating Integrated Water Ballarat	In Progress	<p>1) Contract awarded for the design of new recycled water systems at Vic Park & Wendouree West, and improvements to existing Redan pipeline to better use recycled water at 4 sports precincts. Construction of the Wendouree West and Redan systems will occur by mid-2023 whereas the larger Vic Park construction to occur by mid-2024.</p> <p>2) Ballarat West stormwater harvesting opportunities review has (so far) found 2</p>



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imminent low-cost opportunities for the wetland outlets to be constructed in a manner to enable stormwater harvesting to occur, without need for retrofit, when the sports precincts with irrigation demand occur (approx. 5+ years away). Implementation method is being discussed now with internal and external stakeholders.

Completion of Cell I Stage 2 at the Ballarat Regional Landfill

In Progress

Construction on track for May/June completion.

Complete masterplan for the Ballarat Regional Landfill

In Progress

Request for Quote being developed for a consultant to complete the Masterplan.

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Goal 2: A healthy, connected and inclusive community

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2.1 Provide a socially equitable response to municipal growth and change

Develop an Affordable Housing Strategy	In Progress	Final updates being made to the Affordable Housing Strategy Discussion Paper, post-receipt from consultants, and further data being sourced.
Implementation of universal access to three-year-old kindergarten	Ongoing	We continue to attend forums and workshops with State Government to ensure that three-year-old kindergarten is successfully implemented in Ballarat. The uptake has been recognised as strong throughout. State Government are funding free three and four-year-old kindergarten for eligible services from 2023.
Implement Active Women and Girls Action Plan	In Progress	The Active Women and Girls Strategy continues to guide several projects that have a focus on improving the opportunities for women and girls in sports across Ballarat. These projects include new pavilions and amenities at Victoria Park, Wendouree West, and North Ballarat. Two new netball courts at both Alfredton Reserve and Learmonth Reserve are also well underway. Further work is continuing on the new fair access policy that is being introduced across the State. A working internal working party has been established to lead this work for the City of Ballarat.

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Implementation of Community Infrastructure Plan action plan and continued funding and advocacy for facilities and programs that meet the needs of our growing community	Ongoing	Alfredton Community Hub tender awarded to CIQ Construction. Construction commenced March 2023. Contract awarded for upgrade to Rowan View Children's Centre to CIQ Construction and building works on track for completion in July 2023.
Complete feasibility study on development of new integrated youth hub	In Progress	Youth Hub Feasibility Charter endorsed in March. Site visits of Sunshine and Wyndham undertaken by Council Officer delegation. Finalisation of Youth hub brief occurring to seek quotations from industry consultants.
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	Work plan developed. Staff training completed. Collection development framework in progress.
Commence construction of Alfredton Community Hub	In Progress	CIQ awarded construction contract and building works commenced in March 2023.



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

In Progress

Alfredton Community Hub construction contract awarded, and construction commenced. Sebastopol Community Hub architect appointed as principal design consultant. Review of timeframes of projects in response to Best Start Best Life policy reform.

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

Business case submitted into 23/24 Budget process covering the suitability of library kiosks in key community locations being a better alternative to a mobile library.

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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

Existing media and communications channels mapped; top level outline of the strategy complete; Gender impact assessment under consideration.

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

Ongoing

Attended quarterly meeting of Ballarat Gambling Harm Prevention Taskforce including taking on the role of Taskforce Facebook page administrator. Updated Gambling Harm Position Statement and uploaded on website. Continued monitoring of gambling harm statistics, and Electronic Gaming Machine expenditure, location and licenses within the municipality with the development of a 'Gambling Pulse Check' underway.

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

The compliance team continue to explore opportunities to support vulnerable individuals and communities by working with networks and agencies that can provide those supports.


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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 activities and targeted sessions held to support and connect families, and the Outreach program is operating with partners in areas of identified need.
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	Business case has been submitted as part of the 23-24 budget process. Initial content mapping for new site has been completed.
Implement and embed Multi-Agency Risk Assessment and Management (MARAM) framework and Child Safe Standards across all City of Ballarat services, policies and frameworks	Ongoing	Family, Youth and Children's Services team have continued to progress alignment audit of MARAM principles and requirements. Further work to occur regarding alignment of MARAM requirements across the organisation.
Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program	Ongoing	Several programs have been established to improve the inclusiveness of BALC. Examples include the special activities event for members of Ballarat's LGBTIQ+ community and the support program provided to elder aboriginal community members through an arrangement with BADAC. BALC has also been in communication with Drug Court Victoria and Uniting Church to discuss ways to access the centre.



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		Engineering and designs have been completed for a redevelopment of the adult change facility. The grant application was unsuccessful, so we have now submitted a charter to seek funding for the project.
Deliver inclusive creative events, culture and social connection programs to young people 12 -25	In Progress	Continued delivery of regular free arts, social and recreation opportunities to the community. Creative arts programs have been delivered as part of Harmony Fest, 'Our Space' social connection program has delivered monthly activities including activation of free events at Buninyong swimming pool, and Ballarat Aquatic Centre with rock climbing and gymnastics. Skate events have also been delivered during this period with a skate clinic at Buninyong, Skate Park Leagues competition at Len T Fraser with complementary music and creative arts activities.
Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding	In Progress	Program delivery continues with community partnership organisations. Programs held this quarter in collaboration with Intercultural Services, Ballarat Regional Multicultural Council and Ballarat & District Aboriginal Cooperative.
Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs	Ongoing	2023 program delivery continues. Libraries delivered 2 cultural programs in Harmony Fest; hosted Ballarat Regional Multicultural Council library induction tours.

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Continue provision of programs that support vulnerable communities including supported playgroups and parent groups	Ongoing	Continued provision of programs that support vulnerable communities including supported playgroups and parent groups. The Parent Place Outreach project is focusing on supporting families and carers to make connections with services and community in areas with higher levels of disadvantage.
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	Continued delivery of public program schedule, auditing of current programs and pre-planning for 2023.
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	Completed	Complete
Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community	Ongoing	Continued delivery of the 2022-23 program calendar. In this quarter, there were 7 reading related programs, 9 social opportunities and 2 lifestyle programs/workshops.

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Investigate the City of Ballarat becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City	In Progress	Local learning organisations have been identified and introductory meetings have been held with most of them. Initial discussions with regard to establishing a learning network have begun.
Engage secondary schools/flexible learning options in respectful relationships and bullying prevention initiatives	In Progress	Development of 'Expect Respect' program with Creative Arts Team continued through this quarter with a table read of script undertaken with a youth focus group. Feedback from review of script content and consultation has triggered a pause of its development. Further review of the approach will be undertaken with the community consortia to determine future approach to school engagement in areas of positive/respectful relationships.
Complete annual Children's consultations	Ongoing	Children's consultations are planned to coincide with Council activities. Children were consulted at the Ballarat's Biggest Playgroup event regarding future activities and what makes them happy. The Engaged Communities team also worked with children to seek their input on active travel to school, the Eat Well Feel Good healthy kiosk project and they are currently working on a co-design project with a school also.
Complete scoping of new online Community Directory	In Progress	Suitable products are currently being researched.



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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

Continued implementation of Year 2 implementation plan including launch of Food Coalition, Sons of the West program promotion, delivery of VicHealth project including engagement of children at Begonia Festival, Active 2 School program commencing at Newington Primary, 2 schools recruited to the Tag On in Schools project, Sustainability in Schools sessions commenced, and Eat Well Feed Good program progression with agreement between Ballarat Basketball and Ballarat Community Health to continue to promote healthy options at Selkirk Stadium.

Partnership with Ballarat Community Health Achievement Program and Smiles for Miles including dental visits for 3- and 4-year-old kindergarten

In Progress

Wendouree, Girrabanya Children's Centres and Family Day Care all commenced Healthy Achievement Program and achieved SunSmart milestone accreditation. Dental visits are booked for 3- and 4-year-old kindergarten at both Wendouree and Girrabanya Children's Centres.

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

In Progress

Regulatory Services teams continue to provide education and support to improve onsite construction management and responsible pet ownership.


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Activation and delivery of the Live4Life program (youth mental health and wellbeing program) to Ballarat secondary schools	In Progress	<p>Live4Life Ballarat official launch occurred to community on March 23. Community Partnership group continue meeting monthly. Eight schools committed to 2023 delivery of Mental Health First Aid program to Year 8 level and one school delivering to Year 8 and 10 levels. Youth Mental Health Training to staff in participating schools and community organisation representatives has reached 110 people. 2 x training instalments of Teen Youth Mental Health Instructor completed training 19 instructors. Council will support coordination of school and community instructors for delivery within schools in Term 2 and 3.</p>
Implement Active Ballarat Action Plan	Ongoing	<p>The Active Ballarat Plan continues to be implemented. Several key actions should be noted - Capital Projects at Victoria Park and Wendouree West have been completed and will be officially opened in May 2023. Other projects that will soon be completed are netball courts at Alfredton and Wendouree West, new electronic scoreboard at Mt Clear, new soccer pitches at Pleasant Street Reserve and outdoor fitness equipment at Doug Dean Reserve and Russell Square Reserve. Sporting legacy opportunities arising from the Commonwealth Games continue to be developed and currently include opportunities for a new Athletics Facility within the Major Events Precinct and an additional oval and amenities at Miners Rest.</p>
Implementation of Maternal Child Health (MCH) Sleep and Settling program initiative	In Progress	<p>Further recruitment in progress for this program, funded hours being provided by permanent & casual staff members to meet community needs. Information groups continue to run regardless of number of bookings.</p>

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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

Engage and educate community members to achieve compliance. Outline to property owners' responsibilities, how to achieve compliance and achieve outcomes. Work continues towards cementing relationship(s) with other authorities (Uniting, Vic Pol, etc).

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2.5 Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples

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

In Progress

The focus of opportunities to meet the aims of this goal have now been focussed on the works associated with the Commonwealth Games as Council and State Government establish a partnership with traditional owners to investigate opportunities to promote reconciliation.

Event celebrating Aboriginal and Torres Strait Islander Children's Day

In Progress

An event to celebrate Aboriginal and Torres Strait Islander Children's Day in August 2023 will be collaboratively planned with First Nations organisations.

Participate in opportunities to support reconciliation with Aboriginal and Torres Strait Islanders

In Progress

Through day-to-day business, continue to have regard for First Nations people towards achieving reconciliation.


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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	Harmony Day celebrated across both Wendouree and Girrabanya.
Deliver the Cultural Awareness Program	Completed	Complete
Delivery of child and family initiatives in the Reconciliation Action Plan (RAP)	In Progress	Awaiting adoption of Reconciliation Action Plan. Individual teams are working on recognising culturally significant events e.g., NAIDOC Week, Aboriginal Children's Day; and completion of cultural audits.
Implement and report on Year One of Council's new Reconciliation Action Plan 2022-2024	In Progress	Supported local Aboriginal and Torres Strait Islander community with delivery of successful Dawn Survival Ceremony on 26 January with 1,500 people attending event. Also supported community event to recognise anniversary of National Apology to the Stolen Generation on 13 February. First Nations people's voices were also heard at other COB events including staff International Women's Day (8 March), Begonia Festival (11-13 March), and the Intercultural Recognition Awards (23 March).


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Cultural Audit of Children's Services to continually assess program and practice	Ongoing	Cultural audits completed in both Wendouree and Girrabanya Children's Centres. Family Day Care still to commence. Action plans will be developed in 2023 to support Children's Services implementation of the RAP priorities. Family Day Care attended Koori Curriculum workshop to enhance understanding.
Delivery of cultural competency training to youth volunteers	Completed	Youth volunteer program Young Eventsters engaged in cultural information session and tour of Aboriginal Cultural and Therapeutic centre on Main Rd.
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	ATSILIRN protocols included in draft Collection Development Framework. Collection Decolonisation guidelines completed.
Indigenous naming of community rooms at Lucas Community Hub (in liaison with Traditional Owners)	In Progress	Continue to await suitable recommendations.



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2.6 Provide opportunities for children, young people and families


Deliver the Child Safe Awareness and Training Program	Ongoing	Mandatory training schedule in place.
Implement Year 1 of Municipal Early Years Plan and Youth Strategy plans	In Progress	Incorporation of Youth Strategy actions into Youth Development Officers and Council Officer work plans. Involvement of Youth Services in the Inclusive Ballarat Reference group to support alignment and achievement of strategy actions. Implementation Plan format being finalised along with several other Council plans to assist consistency with reporting.
Continue the delivery of the PlaySpace Strategy	Ongoing	Continued focus on the delivery of Playspace Strategy initiatives and partnering with other appropriate areas in sustainable and inclusive design products.



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Upgrade skate parks in accordance with Teen and Tween Strategy	In Progress	The MR Power Park Skate Park is completed and operating. Planning work for Len T Fraser will commence shortly. Planning work for the 2024 program is underway.
Continue to work with DOT in relation to ensuring school crossing program functions well and appropriately to provide safe passage for children to get to school.	Ongoing	Continue to work with DOT in relation to ensuring school crossing program functions well and appropriately to provide safe passage for children to get to school.
Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies	Ongoing	Two planning meetings held with Youth Services. Sebastopol Library hosted youth-based community programs in collaboration with Headspace, Ballarat Community Health, Highlands LLAEN and YBallarat.
Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	Ongoing	AUSLAN interpretation trialled at marquee events. Staff participated in Inclusive Storytime training with public library staff from Yarra, Brimbank and Port Phillip to increase capacity in this area.



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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

Review underway of State Library Victoria Reading For All Early Years Literacy Framework: Use of Indicators to assess Ballarat Libraries Early Years Literacy Programs.

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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

Ongoing

In this quarter, library staff were provided with training on the Ageing Well Strategy; Sebastopol Library hosted three intergenerational program opportunities; library services participated in four intergenerational collaborations, including the inaugural play event hosted by Ageing Well.

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

Ongoing

Continue delivery of facility maintenance and renewal programs and support our license and leasing agreements with a focus on ongoing support and service delivery to the community.

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

Continued to provide the Commonwealth Home Support Program to 2218 residents while also implementing the Council-endorsed decision to transition out of CHSP service delivery and into the new Ageing Well service delivery model. The end date for CHSP service delivery is estimated to be 30 June 2023. New model commencing 1 July 2023. Continue to implement Year 1 priorities of the Ageing Well in Ballarat strategy action plan including the development of age-friendly indicators to measure Ballarat's age-friendliness over time (includes baseline assessment) to be completed by June 2023. The City of Ballarat has become a coalition member of EveryAGE Counts, an advocacy campaign aimed at tackling ageism against older Australians. Continued contribution to advocacy regarding changes needed to Ballarat's bus network. Provided ongoing support to Senior Citizens clubs across Ballarat.



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Participate in opportunities to support our ageing community

Ongoing

Continue to support and educate ageing community and develop strategies to assist with any obstacles encountered, particularly with Parking Technology and the use of Council technology.

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

Ongoing

Library staff offered awareness training on the Ageing Well Strategy; delivered Home Library services, continued to host social connections library programs monthly. Program examples include film screenings, digital literacy classes, reading related programs and family history workshops.



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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

On track.

Embed universal design in all project planning and delivery

In Progress

Major Projects continues to work with Project Owners and business units across the organisation to ensure inclusive design and universal access principles are incorporated into major project detailed design processes.

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	<p>Applied for an LG Pro Community Planning Award.</p> <p>Further work was completed with the internal reference group on how we monitor and report on various strategic documents using the Inclusion Framework.</p>
Implement and report on Year One of Council's new Disability Access & Inclusion Plan 2022-2026	Ongoing	<p>February's Disability Advisory Committee featured consultations on access at the Begonia Festival and Council's Housing Strategy. Worked also progressed on the Sensory Friendly Stay and Play Zone at Victoria Park during the quarter. The \$311,000 project will be completed later this year and will include a new accessible sensory play zone.</p>
Implement and report on Year One of Council's new LGBTIQ+ Inclusion Plan 2022-2024	Ongoing	<p>Successful Trans Day of Visibility flag raising was held on 31 March with approximately 150 attendees. The LGBTIQ+ Advisory Committee met during the quarter and were consulted on Council's Housing Strategy.</p>
Implement and report on Year One of Council's new Intercultural Strategic Plan 2022-2026	Ongoing	<p>The Intercultural Strategy Action Plan is currently being implemented.</p>

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Continue implementation of BALC inclusion program

In Progress

Several programs have been established to improve the inclusiveness of BALC. Examples include the special activities event for members of Ballarat's LGBTIQ+ community and the support program provided to elder aboriginal community members through an arrangement with BADAC. BALC has also been in communication with Drug Court Victoria and Uniting Church to discuss ways to access the centre.


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2.9 Prepare proactively for emergencies and natural disasters

Continue to proactively maintain high risk areas to reduce asset and property damage during natural disaster events	Completed	Complete.
Deliver the facility Gutter Cleaning Program across Council facilities	Ongoing	Ongoing program seeing positive outcomes regarding building maintenance.
Develop flood modelling to progress with new flood overlays	In Progress	Procured a consultant who has commenced work and we currently have 4 models drafted so far.

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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

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

Lead Council's Preparedness, Response, Recovery and Reporting for all emergency management incidents

In Progress

Annual Permits to burn process commenced and will cease on 17 April. City of Ballarat issued 36 Permits to Burn covering multiple locations (approx. 3710 Hectares)
 Permit to Burn compliance inspections continue.
 Customer requests for Fire Hazard Inspections completed with all Customer Service Requests actioned:
 439 Fire Prevention Notices issued (increase of 98)
 63 non-compliant properties
 53 Infringements issued
 11 requests for internal review
 Municipal Fire Hazard slashing program completed.
 Initial Community Engagement planning meeting with SES and CFA.
 2022 Fire event After Action Review meeting scheduled to liaise with stakeholder and develop planning and response procedures.

Council Hosted Crisisworks Road show in Ballarat with 40 attendees.
 Training for extended Emergency Management team – five sessions held.
 Establish Environmental Health Officers (EHO) on Crisisworks and direct to recommended training.
 Staff capacity development Crowded Places Awareness training.
 Secondary Impact Assessment resource kit completed.

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Continue to provide assistance in response to emergency and natural disaster events

In Progress

Initial works completed and funding application being finalised for submission with Natural Disaster Financial Assistance.



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Goal 3: Fostering sustainable growth



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

Progress of Housing Strategy and Housing Needs Analysis

Ongoing

Work is continuing on the key inputs relating to housing need, preferences, affordable housing and change awareness amongst the community. Consultation material is currently being prepared.

Progress redevelopment opportunities for 5 Peel St South

In Progress

Officers currently working on removing development restrictions related to the site.



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3.2 Facilitate opportunities for infill residential development

Ensure parking strategies are appropriate for infill residential development

Ongoing

Continue to liaise with internal and external networks to continually review and develop Smarter Parking Solutions.

Develop a Central Business District (CBD) Urban Design Framework

In Progress

Scoping of CBD Structure Plan is still underway.

Develop an Employment Lands Strategy

In Progress

Work on the draft Employment Lands Strategy is currently being finalised in response to community consultation.

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Develop a Building Conversation Guide encouraging shop top living

In Progress

A report has been finalised on the conversation guides for encouraging shop top housing. Officers have commenced work on finalising regulatory challenges associated with shop top housing.

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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

Continue to liaise with EPA and VBA towards education programs for builders and developers. Liaise with Council statutory planning department to condition planning permits asking for a construction management plan prior to works commencing.

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3.4 Ensure environmental sustainability outcomes are embedded in new developments

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

Ongoing

Consistently respond to matters to ensure that building works are undertaken in accordance with the Building Act and Building Code of Australia and to ensure owners are aware of the legislative requirements.

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

In Progress

Major Projects is working with the Sustainable Policy and ESD team and has engaged in the process of developing up an ESD framework to be embedded in the design process of Major Projects. ESD requirements are also being considered in the review of the Procurement Policy in its current draft format.

Include Environmental Sustainable Design principles in precinct structure plans

In Progress

Ballarat North Precinct Structure Plan (PSP) has been chosen to be an Innovation Pathway trial run by the VPA. This will expedite a number of planned ESD initiatives in the PSP.

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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 Victorian Councils. Currently with DELWP for consideration. Council has adopted an interim procedure for managing ESD outcomes in assessing planning applications.

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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

In Progress

Bridge Mall Urban Design Forum to be consulted on in April/May.
Heritage gaps have commenced as part of the CBD Structure Plan.

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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

In Progress

Clean Up Plan and Remediation Action Plan have been developed, with clean up works planned to commence in next quarter.

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3.7 Create great precincts and places for people

Review and update the Ballarat Major Events Precinct Masterplan	In Progress	Council officers continue to work collaboratively with State Government to prepare the Master Plan.
Continue to develop master plans at Brown Hill Reserve, City Oval master Plan and Marty Busch Reserve	In Progress	The Brown Hill and Marty Busch Master Plans will be considered for adoption by Council at the April Council meeting. Final consultation with stakeholders was held during March 2023 to finalise the draft reports.
Support and participate in opportunities in support of the creation of great precincts and places for people	Ongoing	Continue to work with internal and external stakeholders alike to contribute to a greater understanding of Regulatory Framework when developing new precinct plans.



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Deliver Stage 1 of the Ballarat Visitor Arrival masterplan	In Progress	Consultation phase is completed and awaiting draft idea report.
Initiate the Aquatic Strategy Review	In Progress	The draft report has been received and is currently being evaluated by Council Officers.
Commission concept design work for a future Delacombe Town Centre Library and Community Hub	In Progress	A request for quote document has been completed and is being prepared to advertise.
Commission concept design work for a future Wendouree Library and Community Hub	Completed	Completed to this stage in the process.



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Completely refurbish the current Ballarat Library by 2023

In Progress

The Ballarat library project is well underway with demolition complete and work commencing on the roof.

Plan and implement updates to the Ballarat Botanical Gardens Master Plan

Ongoing

Conservation management plan update commenced. Master Plan to commence in 23/24.

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

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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	Recruitment for strategic Asset Management positions for 2022/23 FY now complete. Asset condition assessments for footpaths complete. Bridge Inspections underway. Road condition data pending for 23/24 with modelling to follow to develop 10-year Capital Expenditure Plans. Strategic documents planned for revision in 23/24 FY.
Deliver the 2022/2023 asset maintenance program	Ongoing	Contract work's ongoing and due for completion by end of financial year, all contracts and internal works are on-track for completion.
Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans	Ongoing	Continued enhancement of the City of Ballarat's asset management framework through the development of the Building Management Framework including development of an updated Asset Management Strategy and associated plans, is ongoing to better understand the renewal gap of Council buildings.

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Continue to work with the Traffic and Transport team and City Design team to influence good parking strategies and outcomes

Ongoing

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

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

Ongoing

As noted review and updating of the Asset Management Strategy and associated plans is ongoing with a focus on all building assets.

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4.2 Respect, conserve and celebrate our rich heritage

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	Ongoing	Ongoing archiving and microfilming. Meeting with Heritage & Cultural Landscapes intern regarding digital archive access.
Continue to progress World Heritage listing for the Central Victorian Goldfields	In Progress	Strong case for World Heritage Tentative Listing being developed. Stakeholders engaged, community engagement underway. High level of State Government involvement. World Heritage Investment Master Plan proposed to be linked into Commonwealth Games legacy projects. Interim report due for World Heritage Journeys (cross-regional travel journeys) and major investment across the region. This phase of the project is due for completion mid-2023.
Develop 10-year capital works plan	In Progress	Asset Modelling deferred for road and footpath component until condition data is collected for roads in 23/24. Footpath condition data is completed.

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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 project underway with consultants working on this project. Community reference group to be appointed. Heritage Project Officer appointed starting in January 2023. Updates to be provided to Councillors via briefings. Community engagement to commence in April 2023
Participate in opportunities to respect, conserve and celebrate our rich heritage	Ongoing	Continue to work with internal and external stakeholders to ensure that our rich heritage is respected and preserved. Event Permits take consideration of Heritage factors.
Deliver the annual Ballarat Heritage Festival	In Progress	On track as we approach delivery date, the event to remain in its 10-day format to promote increased additional visitation. The 2022 Ballarat Heritage Festival won Bronze at the Victorian Tourism Awards in the category of festival and events. 2023 event I planned for 19-28 May 2023. The event program consists of a core program of events delivered and funded by the City of Ballarat and a complimentary program of over 70 community and industry events.
Continue to maintain our natural and built assets in accordance with associated master plans, conservations plans and heritage requirements	Ongoing	Maintenance and Capital programs ongoing. Continuing to maintain in accordance with master plans, conservation and heritage requirements.



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

Deliver the Operations capital program	In Progress	Contracts on track for completion this financial year.
Plan for and deliver foundation infrastructure to protect Ballarat and surrounds from flooding and treat our storm water to best practice standards	In Progress	A Project Manager is slowly progressing the big three flood mitigation projects including Miners Rest Flood Mitigation Plan, The Gong and Charlesworth Street Dam Wall upgrades. These projects are not expected to be completed until 24/25 FY. Other flood mitigation projects include DCP contributions such as the new wetlands at MR Power Park, Stage 1 of which is nearing completion.
Deliver the Property and Facilities Capital Works Program	Ongoing	Delivery of the Property and Facilities Capital Works Program is an ongoing strategic program.



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Develop the business case for future stages of the Ballarat Western Link Road	In Progress	Currently progressing according to project plan.
Participate in opportunities to ensure capital works programs are consistent with the smarter parking initiative and strategies	Ongoing	Continue 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 delivered. The current projects have now been completed - Victoria Park Community Pavilion, Wendouree West Community Pavilion, the new netball courts at Learmonth and Alfredton Recreation Reserves, netball changerooms at North Ballarat and new soccer pitches at Pleasant Street Reserve are 75% complete and will be ready for use this season. Planning for projects for 2024 period is also underway.



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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

Open Space Strategy scope of works completed. Work has commenced on the project and consultants have been engaged to provide technical inputs into the project.

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

Ongoing

Continue to explore off-leash unfenced areas that could be suitable across the municipality.

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

Completed

Complete



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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

The City has representation at the Western Highway Action Committee.

Engage with community groups to deliver shared objectives in natural resources

In Progress

Continuing to work with community groups.

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.

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Goal 5: A strong and innovative economy and city



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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	Continue to participate in weekly briefing conducted by Grampians Public Health Unit (PHU) in relation to emerging public health matters as they arise. Communicable Diseases referrals are transitioning from DOH to Grampians PHU and will require ongoing partnerships for investigation of communicable disease incidents and outbreaks.
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	Pandemic taskforce convenes as necessary to take actions accordingly.
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	Work has nearly completed on an outdoor dining outstand along the 400's block of Sturt Street, intended to bring greater vibrancy and activation to that area. Work has also nearly completed on outdoor decking and seating in Alfred Deakin Place, with an order placed for the giant outdoor video screen to be programmed in the space by the Art Gallery of Ballarat

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

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

A call for expressions of interest was released, to identify the capacity and capability of businesses and consortia to provide circular economy solutions with the region's end of life material streams. The skilled migrant industry mentoring pilot was extended, to continue through to quarter 4.

Continue to measure the amount of Local Content in the procurement of goods and services








In Progress

Quarterly financial report now incorporates a percentage of local spend table.

Participate in outdoor dining working groups to ensure program is consistent with outdoor dining policy and smarter parking initiative

Ongoing

Local Law Outdoor Dining permits being issued in accordance with regulatory framework.

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Deliver the 2022/2023 Visitor Economy Engagement Plan	Ongoing	Deliver the Visitor Economy Engagement Plan.

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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	Regulatory Services continue 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. Liaise with internal stakeholders to ensure businesses are informed of legislative requirements that are relevant to their business. For example, a new monthly meeting between departments to review new business alerts is occurring.
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	Not Yet Started	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 (VEP). It is anticipated work will commence by May 2023 when State funding has been reallocated to the VEP.


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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

All events within the portfolio have been delivered and/or on track for delivery. Considerable focus is also on attracting new events to Ballarat and growing existing local events. The Tourism Event Grant Program continues to support the growth and development of tourism events in Ballarat. Since 1 July 2022 thirteen (13) events have been awarded a grant out of the annual budget of \$155,000. Currently the Grant Program has \$15,000 remaining for this year.

Implement Sports Acquisition Program

Ongoing

The Sports Acquisition program has continued to facilitate Ballarat sports venues hosting many State and Regional level sporting events. During the third quarter the events included Rowing regattas, A league Soccer, a Western Bulldogs intra club match and the Victorian Masters baseball Tournament.

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

Ongoing

Continue 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. For example, a new monthly meeting between departments to review new business alerts is occurring.


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

Implementation of this 10-year strategy is ongoing and on track. As of September 2022, all but two tasks remained outstanding for the last 12-month period. The Events unit is continuing to work with the Visitor Economy team to conduct research that assists to deliver on the action of consistently executed community research.

The Events Unit launched new websites for;

- Ballarat Begonia Festival
- Ballarat Heritage Festival
- Ballarat Winter Festival
- Christmas in Ballarat
- Summer Sundays

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

Continue to promote Ballarat as a destination of choice through Local Law Event Permit interactions by working as a collective with other departments.

Implement priorities from the 2030: A vision for the Eureka Centre
Ongoing

Implementation of the 2030: A Vision for Eureka, is on track. An annual report is expected to be represented to Council, which outlines significant work to date has been achieved against all Vision targets except for two areas

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Implement priorities from the Destination Marketing Plan

In Progress

On track with Autumn Winters Campaigns just commenced.




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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	Participation in the Lydiard Street Arrival Masterplan. Participation in the Camp Street Precinct Business Case development with Federation University.
Support the delivery of the Outdoor Street Furniture Program	Ongoing	Continue to look for opportunities and partner to deliver facilities such as street furniture and other supporting community infrastructure.
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 procurement commenced for construction. Tender process underway. Continued 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 Expression of Interest process for 5 Peel Street.



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

Ongoing

Continually review outdoor dining policy, parking strategy and needs to support a vibrant CBD.

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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

Released the 2021/22 Creative City Report Card. Established the Live Music program for 22/23 and created the Be Hear Now event calendar for the year. Initiated Craft Lab 2023 program. Developed and ran UNESCO Creative City seminar and networking. Ongoing community arts programs of exhibitions, training and mentoring. Support Begonia, Heritage and Winter Festival.



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

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

Ongoing

Continue 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

Work with local stakeholders to build the capacity of existing Ballarat businesses to take up social procurement opportunities in government contacts progressed.

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

In Progress

Procurement Policy review is underway, with consideration given to social procurement.

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

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6.1 Ensure the effectiveness and efficiency of Council services


Continue to identify opportunities for business improvements in processes and policies and implement those strategies	Ongoing	Continually reviewing processes for improving customer experience, through training of staff in knowledge, sharing of knowledge and implementing improvements to Council processes and procedures.
Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services	Ongoing	Ongoing work with Central Highlands Councils, providing financial and statistical reports. Facilitating training for Collection HQ, collection software used at libraries. Working with Libraries Victoria regarding the reintroduction of State-wide courier service and data privacy protocols.
Continue to review operational services	Ongoing	Statutory Planning review progressing. Asset Management review has delivered a draft Roadmap for validation and action.



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Continue to improve our Corporate Strategic Planning processes	In Progress	Further detail has been added to our Annual Plan action reporting along with initial engagement for Corporate Business Plan development.
Deliver the Human Resources Transformation Project	In Progress	Project Manager assigned. Next steps - EOI process during June – September.
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	Final draft Learning and Development framework completed. Draft Learning and Development schedule covering 2023/2024 commenced. Nine opportunities for Higher Duties positions completed.
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	Ongoing	The library continues to collaborate with both Council and general Ballarat community organisations to provide services and activities. Two recent grants have been received to increase digital literacy programs to seniors and to work in conjunction with youth services and Ballarat food is free to provide food literacy classes at Sebastopol library.



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Continue to review operational services to provide the most effective and efficient service to the community

Ongoing

Continuing to review and update as required.


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6.2 Council to be known as a workplace of choice

Generate a People Capability Framework linked to Learning Plans	Completed	Complete
Participate in opportunities to provide students avenues to gain experience and mentoring to sustain future workforce for City of Ballarat	In Progress	All 2022 MCH students successfully completed placements with City of Ballarat, some have now joined our workforce. A number of MCH students will start placements in 2nd semester 2023, details being arranged at present.
Completion of Department of Education and Training Innovation Grant partnership with Federation Uni providing professional support to new early childhood teacher graduates	Ongoing	All sessions delivered. Awaiting Fed Uni evaluation. Budget bid and charter submitted in hope to continue delivery of a similar project in new financial year.


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Explore opportunities to enhance universally accessible careers expo	In Progress	<p>Youth Services supported the timetabling of Council department tours of Council business operations to provide career and volunteer opportunities for HLEN students in Certificate II in Workplace Learning. Workplace tours will occur in early April.</p> <p>Council is registered as a stall holder for Ballarat Jobs and Training expo 2023.</p> <p>Council also involved as stall holder of Volunteers expo in May to promote volunteering opportunities across Council business units.</p>
Develop an all-Staff Professional Development Program built into the flow of work	Completed	Complete
Explore TAFE/Higher Education Micro-Qualification Pathways	Completed	Complete

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Continue to complete regular Employee/Staff Engagement Pulse Surveys	Completed	Complete
Complete an Employee Value Proposition & Employee Benefits Review	In Progress	Resource shortages delayed commencement of this step during January to March 2023.

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6.3 Advocate on behalf of our Community

Develop a centre lead Volunteer Program	Completed	Complete
Develop and implement targeted advocacy campaigns for community and Council priorities	Ongoing	<p>A concerted advocacy campaign aimed at securing a government commitment to review Ballarat's bus network was undertaken this quarter.</p> <p>Campaign elements included: dedicated webpage, online survey, campaign video, media release/s, radio and television interviews, social media content, City of Ballarat's on hold messages, staff and Councillor email signatures, staff update email.</p> <p>Meetings with: MPs for Ripon, Eureka and Wendouree (plus an invitation to ride the bus with the Mayor), Minister for Local Government Melissa Horne.</p> <p>Correspondence to: Minister for Public Transport Ben Carroll reiterating Ballarat's call for a review of the bus network using resident examples from the survey; Federal Member for Ballarat Catherine King; Minister for Local Government, Melissa Horne; Ben Lever, President Public Transport Users Association and Ballarat Now and Into the Future (BNIF) 2022 stakeholders</p> <p>Social media campaign via City of Ballarat and Mayor social channels.</p>

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Take feedback from community and implement such feedback into reviews of policies and procedures and implement improvements accordingly	Ongoing	Upon receipt of community feedback, continue to review and adapt process, policies and procedures to make improvements.
Develop and regularly update an advocacy pipeline of City of Ballarat projects guided by Council-adopted master plans, strategies and frameworks	Ongoing	<p>The Priority Projects Pipeline (PPP) continues to be updated to reflect:</p> <ul style="list-style-type: none"> * 12 of the 33 projects on pipeline attracted full or partial funding totalling \$181.36 million. * a further \$56.6 million was committed for two State Government projects on the PPP - Ballarat Railway Station DDA compliance and Ballarat-Carngham Road design works. * 9 projects which have been funded/or are to be delivered by the State Government will be removed from the advocacy pipeline. * in the short term four projects will be removed from the PPP and be reconsidered at a future stage. * 22 projects will remain on the PPP with details regularly updated as the project readiness changes. * following the adoption of Council's budget consideration will be given to which new projects will be added to the advocacy pipeline.
Develop and implement strong and targeted advocacy campaigns for upcoming elections	Ongoing	<p>Advocacy to support and promote the projects on Councils Priority Project Pipeline ahead of the Victorian election resulted in \$237.96 million in State Government funding being secured for 14 of 33 projects on the PPP.</p> <p>Advocacy activity will continue to build and become more targeted ahead of the next federal election (due before September 2025).</p>



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Develop and implement strong advocacy campaigns for state and federal budgets

Ongoing

A concerted advocacy campaign aimed at securing a government commitment to review Ballarat's bus network was the primary focus of Council's advocacy activity during this quarter. The campaign has featured a full suite of communication and engagement elements including an online survey, campaign video, dedicated webpage, media releases and social media campaign combined with direct approaches to local MPs and Ministers. The campaign will ramp up in the lead up to the 23 May Victorian budget.

Actively seek external funding through Grant opportunities

Ongoing

A total of 4 funding applications were submitted in the third quarter of 2022-2023. Council successfully attracted approx. \$50,000 worth of funding in the quarter.

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6.4 Communicate and be transparent with our Community

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 the City of Ballarat website and social media channels, local media, and community events and opportunities with at least 20 proactive media opportunities delivered each month. Key projects communicated over this period include the bus network advocacy campaign led by the Mayor. Residents from across Ballarat have responded to a call from Ballarat Mayor Cr Des Hudson to share their stories about travelling on Ballarat's bus network by completing an online survey with over 300 submissions. The Mayor documented his own frustrating bus journey with a video diary that was shared on social media. Through this novel advocacy campaign which has the backing of the Courier newspaper, the Council is building a compelling case for Public Transport Victoria to conduct a review of the bus network. During this quarter, the Communications and Design team also partnered with the Circular Economy team to deliver an impactful waste campaign encouraging the community to have their say on the future of recycling and rubbish collection. An options paper was launched to the community through a detailed media briefing in the first week of March which will be followed by a mailout to each household encouraging them to have their say via a MySay survey. The campaign will involve a multi-faceted communication campaign across radio, print and social channels with consistent messaging around it being time for our community to rethink our approach to waste management given the environmental and economic impact of sending rubbish to landfill.



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Continue to communicate information on the delivery of Major Projects through a range of different channels	Ongoing	Major Projects is working with the EPMO to bring the new CAMMS program live which will enable consistent and accurate reporting on major projects being delivered by the City of Ballarat.
Continue to release open data and community dashboards	Ongoing	The release of open data on the open data platform is ongoing.
Continue to work with the community and keep them well informed of progress on delivery of actions	Ongoing	Work with community members to the goal of achieving compliance for matters raised. Also working with other internal departments to develop supports and guidelines on how to start a business that ensures compliance with Building, Planning, Health, Local Laws, etc.
Continue to strengthen, monitor and report on Council's community engagement practice	Ongoing	Support provided to the following Council engagement processes during the quarter. <ul style="list-style-type: none"> * Sorting Our Waste * Intercultural Garden * Customer Experience Charter * Outdoor Dining Pods

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- *Learmonth Skills Shed Concept Designs
- *Lydiard Street Heritage Assessment
- *Ballarat Thematic Environmental History Project
- *Trails and Connections Project
- *Small Parl Improvements Program - Round 2
- *Reusable Coffee Cups

Deliver the annual customer satisfaction survey

In Progress

Surveys completed and results being collated.



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6.5 Be innovative and forward thinking

Continuously improve by reviewing how our key software systems service the organisation	In Progress	Asset Management systems reviewed, and proposed roadmap completed. Statutory Planning system review underway.
Implement fit-for-purpose contact centre system to improve efficiency and customer experience	Completed	Complete
Complete a Workforce Diversity Profile	Completed	Complete


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Review and develop the City of Ballarat website to meet the needs of our community	Ongoing	The Communications and Design Team has worked closely with the ICT team to transition our corporate website from a Drupal 8 platform to a Drupal 10 platform over the Easter long weekend. The upgraded platform will allow for greater functionality of our website and an improved user experience. The transition to the upgraded platform is considered to be successful with limited impact on user experience and no website down time. The team will now look to implement the action plan that has been developed to address identified improvement opportunities.
Pilot smart city technologies that will improve services to the community and business operations	In Progress	Parks team installed sensors to monitor growth of Sequoia trees in the Botanical Gardens. Sensors installed on newly installed bike paths to monitor foot and cycle traffic.
Deliver a Talent Management Framework and Talent Pools	In Progress	Not commenced.

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6.6 Be accountable with our resources

Ensure our team are working within our standard policies and procedures at all times and provide feedback when not	Ongoing	Ongoing - consistently work with teams to ensure that standard operating procedures are followed and continue to receive feedback on business improvements that could be made to the Standard Operating Procedures.
Implement Council's new Partnerships and Grants Policy and Programs 2022	In Progress	<p>23 applications received to the City Partnerships Program. Applications currently being assessed.</p> <p>36 applications received to the Community Impact Grant Program Round 2. Applications currently being assessed.</p>
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. Draft 2023/24 budget will be available for public inspection during April/May 2023.



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6.7 Ensure Good Governance and Leadership

Complete a 2023 Enterprise Bargaining Agreement	In Progress	Planning stages
Complete tendering and procurement review to ensure Council delivers best practice procurement processes	In Progress	Procurement policy review scheduled to be completed in 4 th quarter.
Deliver the Annual Compliance Training Program	Completed	Completed

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Deliver the Annual Leadership Development Program

Completed

Completed

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

Ongoing

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

9.3. EUREKA CENTRE ANNUAL ACTION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Anthony Camm - Eureka Centre Manager

PURPOSE

1. This report is to provide an annual Report Card on the execution of the '2030: A Vision for the Eureka Centre (the Vision). To achieve the intent of the Vision, an ongoing focus on interpreting and sharing the history and legacy of 1854 Eureka Stockade in an engaging and accessible way is required.
2. The Eureka Stockade is central to the identity of the City of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the National Heritage-listed Eureka Stockade Memorial Park. The Eureka story is communicated through interpretation at this site and within the Eureka Centre, which together ground the legendary event in a tangible experience culminating in an encounter with one of Australia's most significant destination objects, the Eureka Flag.
3. Council resolved to adopt '2030: A Vision for the Eureka Centre' at an Ordinary Meeting on 11 December 2019 (R325/19). The 2030 Vision represents the strategic advice of the Eureka Centre Community Consultative Committee, which was established by the City of Ballarat to support the transition from the Museums of Australian Democracy at Eureka (M.A.D.E.) to the new Eureka Centre, which opened in April 2018.

BACKGROUND

4. The Vision emerged in the context of the 2018 Council resolution R/43/18, which determined that Council would directly operate the museum formerly known as the Museum of Australian Democracy at Eureka (M.A.D.E), rename it the Eureka Centre, engage a skills-based consultative committee, and reduce the cost impost to Council.

Council resolution R/43/18;

Council resolves to:

1. *Note the findings of the M.A.D.E. Feasibility Study.*
2. *Acknowledge the effort and hard work of the M.A.D.E. staff and Board in establishing and running the facility.*
3. *Instruct the City of Ballarat CEO to progress the following alternative option with the intent of ensuring the cost-effective operation of the Eureka Centre:*
 - i. *Reduce funding with rolling reductions over future years;*
 - ii. *Bring operation of the facility under the direct management of the Development and Planning Directorate (which includes the portfolio areas of arts, culture, tourism, heritage and placemaking) within the COB making use of existing systems*

and processes; disband the Board and current governance arrangements and wind-up the company;

- iii. *Retain the primary focus as a centre dedicated to telling the Eureka story and its enduring link to the identity of Ballarat and retain the Flag for continued public access;*
- iv. *Appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference endorsed by Council;*
- v. *Further develop successful community use (including current library service, programming and relocation of appropriate research facilities), supporting a profitable café, well used theatrette and satellite visitor service;*
- vi. *Develop and action a fundraising plan which includes advocacy for State and Federal funding and private investment;*
- vii. *Investigate the reinstallation of the iconic Flag Sail; and*
- viii. *Using the input of the Centre's Consultative Committee, rebrand the facility to incorporate the word Eureka.*

Moved: Cr Samantha McIntosh CARRIED

Seconded: Cr Daniel Moloney (R43/18)

KEY MATTERS

- 5. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities
- 6. The Vision provides the Eureka Centre with a pathway that is ambitious and future-focused, and is primarily concerned with the growth in sustainability, reputation and reach. It acknowledges that building the Eureka Centre's reputation is critical in both attracting visitation in a competitive cultural tourism marketplace and securing future support in a dynamic and competitive fiscal and funding environment.
- 7. The Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The document is pitched at a high strategic level to inspire creative realization through subsequent business planning, including development of a Business Plan, Marketing Plan and Merchandising Plan.
- 8. The Vision's Mission is in three parts:
 - To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.

- To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.
 - To be the pre-eminent custodian of the Eureka legacy and a respected cultural institution.
9. This Vision presents a series of Strategic Recommendations expressed as 'aspirational statements', grouped into three categories: **Place, Partnerships and Advocacy and Programming**. Within the three categories there are 28 strategic recommendations expressed as aspirational statements.
10. These aspirational statements are not readily measurable, however, the Report Card presents outputs and outcomes across these categories to illustrate the way in which the Vision has informed the Eureka Centre's strategic direction and service delivery. Of the 28 strategic recommendations, all but three have significant outcomes ascribed to them.
11. The Report Card also includes statistical analysis illustrating that execution of the Vision is resonating positively with the community with local support and engagement increasing. Incoming visitor attendance is also on the rise with independent travelers, tours groups, and school groups from across Australia visiting to engage with this foundational moment in Australian history.

Statistical highlights include:

- The Eureka Centre has shown strong recovery since the COVID 19 forced closures, with continuous year-on-year monthly increases in visitation since April 2022,
 - Overall attendance in the current 2022/23 year is on track to achieve over 42,000,
 - The primary reason to visit the Centre is for the Museum (46%) followed by Local free entry to gift shop, auditorium and café (30%),
 - Merchandise sales have increased, income from shop sales have increased by 30% in this current year to date, compared to 2018/19. 2022/23 income is likely to exceed \$130,000pa,
 - As of March 2023, the Eureka Centre Facebook page had 2528 followers. In the period of 15 February to 14 March 2023, the page had a post reach of 14,242 people and post engagement by 2176 people,
 - Of those visiting the Museum, 74% are from outside of Ballarat
12. The three strategic recommendations yet to be progressed are;
- I. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag. (Partnerships & Advocacy, strategic recommendation 6).
 - II. Eureka Centre has completed its third stage redevelopment to resolve the building's limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution. (Place, strategic recommendation 5).

III. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming. (Partnerships & Advocacy, strategic recommendation 5).

13. A response to these three high level strategic recommendations will be investigated in the medium to long term period of the Vision and presented to Council for discussion and consideration.

14. The Vision aims to connect visitors and the wider community to the Eureka story and historic site and to support the sustainability of the landmark Eureka Centre building, through the provision of a range of Council and externally operated services. The attached Report Card captures the work that has been achieved, with a focus on the advancement of the Eureka Centre.

OFFICER RECOMMENDATION

15. That Council:

15.1 Receive and note the progress completed toward the execution of the '2030: A Vision for the Eureka Centre'.

ATTACHMENTS

1. Governance Review [9.3.1 - 2 pages]
2. Eureka Centre 2030 Vision [9.3.2 - 20 pages]
3. Eureka 2023 Report Card [9.3.3 - 36 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the '2030: A Vision for the Eureka Centre' (the Vision) adopted by Council at the Ordinary Meeting on 11 December 2019 (R325/19).

COMMUNITY IMPACT

2. The Vision aims to connect visitors and the wider community to the Eureka story and historic site and to support the sustainability of the landmark Eureka Centre building, through the provision of a range of Council and externally operated services.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate or environmental sustainability implications with this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. There are no economic sustainability implications with this report.

FINANCIAL IMPLICATIONS

5. The Eureka Centre continues to operate within its ascribed budget each year, there are no financial implications with this report.

LEGAL AND RISK CONSIDERATIONS

6. There are no legal or risk implications with this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. Council resolved to appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference to develop a Vision for the Eureka Centre. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

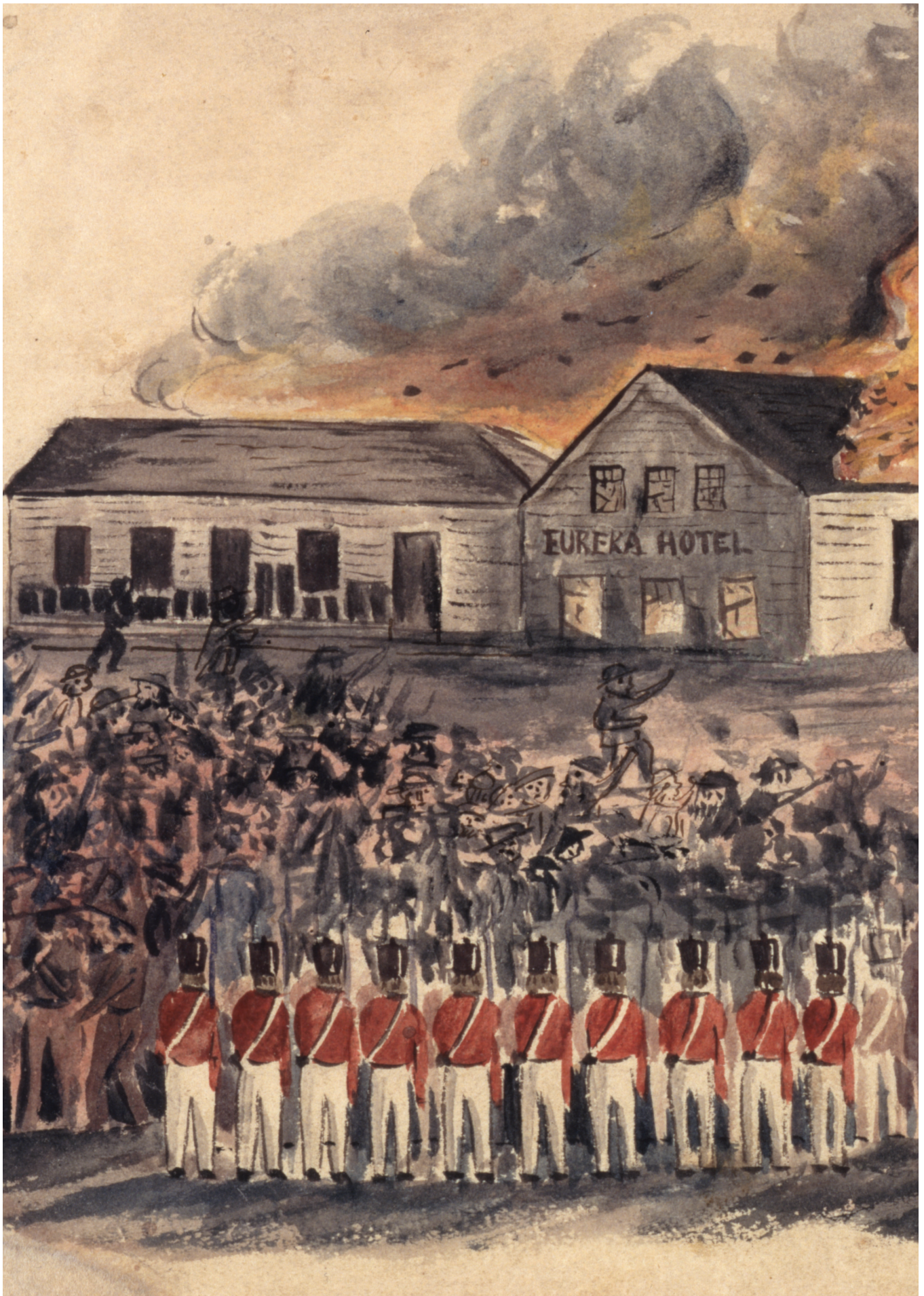
PROCUREMENT COLLABORATION

(For Contracts Only)

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2030: A VISION FOR THE EUREKA CENTRE

The City of Ballarat 2019





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Adjacent image: 'Eureka Riot 17th October' 1854, original artwork, C. Doudiet, Art Gallery of Ballarat.

2 | 2030: A Vision for the Eureka Centre



EXECUTIVE SUMMARY

The Eureka story is at once a profound and compelling Australian and global story. It is a touchpoint in Australia's history, designated as a place in time where the foundations of Australian democracy were laid. Eureka is seen as the embodiment of hope and struggle in the face of adversity and has become a beacon for equality, unity and the right to a fair go, which now lies at the heart of the Australian spirit and identity. Its broad appeal to different sets of values, aspirations and ideals has ensured it continues to endure and resonate even after several generations.

Eureka's deep resonance in the Australian imagination underpins '2030: A Vision for the Eureka Centre'. The 2030 Vision imagines a successful and sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life. It presents strategic advice from the Eureka Centre Community Advisory Committee, which was established by Ballarat City Council to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E).

The Eureka Centre opened in April 2018 and is the third iteration of a museum / interpretation centre on the purported location of the Eureka Stockade since 1998. Visitors connect with the Eureka story through its interpretation within the Eureka Centre's museum and throughout the site, known as the Eureka Stockade Memorial Park. The site is the principal artefact of the historical event. The Eureka Centre, through its museum, is its key witness. The museum is charged with engaging audiences through both the story and site with integrity and credibility.

The City of Ballarat received extensive expert and community input to establish a fresh, new strategic direction for a museum and visitor experience at the National Heritage Listed Eureka Stockade Memorial Park. This compelling 2030 Vision sets a viable strategic direction that honours the Eureka story and is more fitting for a cultural institution and historical site of national and global significance.

The 2030 Vision is aligned to the Interpretation Plan, which was developed simultaneously. Together, these two guiding documents will inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives.

Adjacent image: "The famous 'Eureka Stockade', Ballarat, December 1854" c.1889-1891, C. Rudd, State Library Victoria.

BACKGROUND

THE SITE

The legacy of the 1854 Eureka Stockade is central to the identity of the City of Ballarat and its significance is most deeply revealed at the purported site of the rebellion, the Eureka Stockade Memorial Park. The Eureka story is communicated at this site through interpretation within the Eureka Centre's museum and throughout the park, which together ground the legendary event in a tangible experience.

The Eureka Stockade Memorial Park was established in the late 1800s on the purported site of the battle and its significance is recognised through its inclusion on the National Heritage List. The park has been subject to ongoing commemoration that reflects community interest in the multilayered, contested and much-loved Eureka story. It is equally used as a place for community recreation and congregation.

Presently, people come to Eureka to pay homage to an important moment in Australian history and all that it has come to represent. The site is embedded with recreational and interpretative elements, but does not readily invite solemn reflection or encourage pilgrimage. There are opportunities to deepen the visitor experience through evoking feelings of awe and reverence when journeying through the site. A more profound connection between the site and the building is needed, with the museum's interpretative elements incrementally revealing the Eureka story in the build-up to a meaningful encounter with the destination artefact, the Eureka Flag.

Since 1998 a landmark building has occupied this significant and sensitive site and three iterations of an interpretation centre or museum have been delivered there, in an attempt to harness the popular interest in Eureka and to support the growth of Ballarat's visitor economy. These include the Eureka Stockade Centre (1998-2011) and the Museum of Australian Democracy at Eureka (M.A.D.E) (2013-2018). In March 2018 the City of Ballarat closed the independently operated M.A.D.E, transitioning immediately into a Council owned and operated service known as the Eureka Centre.



5

STRATEGIC CONTEXT

In February 2018, Ballarat City Council resolution R43/18 resolved to appoint a 'Eureka Centre Consultative Committee' to support the transition from M.A.D.E. to the new Eureka Centre (Appendix 1).

The following committee members were appointed to the committee:

Councillors	Mayor Cr Samantha McIntosh (Chair)
	Deputy Mayor Cr Jim Rinaldi
	Cr Daniel Moloney
Community Representatives	Fred Cahir – Associate Professor Aboriginal History, Federation University
	Ron Egeberg – Past Director, Eureka Stockade Centre
	Serena Eldridge – Industry & Development Manager, Visit Ballarat
	Samantha Fabry – Heritage consultant
	Ross Haby – Past Executive Director, Committee for Ballarat (until May 2019)
	Mary-Rose McLaren – Associate Professor, College of Arts & Education, Victoria University
	Phillip Moore – Past President, Eureka's Children

The Eureka Centre Community Advisory Committee is skills-based group established for one year. It first met on 16 October 2018 with its first planning session on 1 December 2018. Members were appointed to establish a committee with a range of skills and experiences. The committee was asked to work with Council officers to develop strategic advice to Council.

The committee was tasked with developing strategic recommendations to support the Eureka Centre's long-term sustainability as a visitor attraction and community service. Through a series of strategic workshops, the committee reviewed past iterations of the Eureka Centre (refer to Appendix 1), assessed its current strategic and operating context and focused on developing a fresh future direction.

Above image: 'Swimming Pool, Eureka Stockade, Ballarat, VIC.' 1920, Rose Stereograph Co., State Library Victoria.



APPROACH

To develop the vision and recommendations, the Eureka Centre Community Advisory Committee participated in three workshops.

The second and third workshops were informed by data received through the community consultation process that supported the development of the Interpretation Plan for the Eureka Centre and its site. Community feedback was received through a community survey and community drop-in sessions (Appendix 3). The committee was mindful to ensure that community views and ideas were considered and included in the development of its strategic recommendations.

Following the third workshop, the committee met to fine-tune the draft recommendations and develop these into the format of the 2030 Vision.

WORKSHOP 1: DECEMBER 2018

The 'generative' workshop provided an opportunity for committee members to contribute to the Eureka Centre Interpretation Plan. This included a deep dive into the Eureka story, a look at the current situation for the Eureka Centre as well as an audience analysis and stakeholder mapping exercise.

WORKSHOP 2: MARCH 2019

Building on the outcomes from the first workshop, the 'vision' workshop gave committee members an opportunity to explore feedback from the community (survey and drop-in sessions) and with that in mind, articulate their aspirations for the Eureka Centre and Eureka Stockade Memorial Park. This resulted in the development of a vision statement with a supporting narrative.

WORKSHOP 3: JUNE 2019

The 'recommendations' workshop provided an opportunity for committee members to contribute ideas that would enable their vision for the Eureka Centre and Eureka Stockade Memorial Park to be achieved. These ideas have been developed into strategic recommendations with the aim of building the reputation of the Eureka Centre and Eureka Stockade Memorial Park which in turn will drive growth and financial sustainability:

Above image: Eureka Centre, courtesy Graham Denholm.

PURPOSE

Following the closure of the Museum of Australian Democracy at Eureka (M.A.D.E) and reopening of the Eureka Centre in 2018, the City of Ballarat sought extensive expert and community input and advice. This process of wide peer and stakeholder engagement was essential to ensure that the third iteration of a museum / interpretation centre, on the site of the National Heritage Listed Eureka Stockade Memorial Gardens, since 1998, is underpinned by a compelling and viable strategic vision.

The 2030 Vision provides an aspirational pathway for the Eureka Centre that is focused and ambitious, while remaining practical and realistic. It is future-focused and concerned with the Eureka Centre's growth in sustainability, reputation and reach. It acknowledges that building the Eureka Centre's reputation is critical in both attracting visitation in a competitive cultural tourism marketplace and securing future support in a dynamic and competitive fiscal and funding environment.

The 2030 Vision presents aspirational statements focused on institutional identity and purpose, market positioning, audience engagement and programming, as general statements of intent. The document is pitched at a high strategic level to inspire creative realisation through strategic and business planning leading to the delivery of programs and services that embody its aspirations.

The Eureka Centre 2030 Vision will inform strategic and business planning over the coming decade. Developed collaboratively and informed by the diverse expertise of the Eureka Centre Community Advisory Committee members, the 2030 Vision is an overarching, guiding document focused on establishing the Eureka Centre as a viable museum, visitor attraction and hub for community activities.



2030 VISION AND INTERPRETATION PLAN

The 2030 Vision and Interpretation Plan work in tandem to guide ongoing strategic and business planning.

The 2030 Vision includes a commitment to deep and memorable audience engagement with the Eureka story, but its strategic aspirations cover a wider range of areas. These include leadership, business management, stakeholder engagement, audience development, curatorship, education, advocacy, funding, programming, branding and marketing, audience development, site management and major projects.

Importantly, the 2030 Vision presents aspirational statements invulnerable to changes in the Eureka Centre's operating context (e.g. staff attrition, organizational changes, political cycles). This provides a confident way forward for the Eureka Centre's development and growth as a significant and sustainable cultural intuition and community hub.

The Interpretation Plan's purpose is to develop audiences through engaging storytelling, appropriate and consistent interpretation, communication and presentation of the history of Eureka and interpretation and preservation of its material culture and cultural landscapes. It inspires how we engage communities through telling the Eureka story and highlighting the heritage values of its historic site. The plan will directly inform curatorship, scholarship, public programming, education and cultural landscapes management at the Eureka Centre.



IMAGINING THE FUTURE

By 2030 the Eureka Centre is a successful, respected and sustainable cultural institution and visitor attraction. It is nationally recognised as a dynamic and bold cultural institution, deeply embedded in the culture of Eureka and profoundly connected to the communities it serves.

There are few events in Australian history that can match the Eureka rebellion in its dramatic impact on the social and political fabric of the nation as we know it. As the site of this formative event and the current home of its principal artefact, the Eureka Flag, the Eureka Centre and the Eureka Stockade Memorial Park are places to connect with Eureka's multilayered, contested and much-loved story.

Eureka Centre shares a passionate and poignant human story of hope, struggle and profound victory from defeat. It embraces the Eureka Stockade's contested history and powerfully connects to its purported site. The appropriation of the Eureka Stockade, and especially the Eureka Flag, as a symbol by competing political causes and social groups is explored, providing entry points for diverse audiences. Competing voices are accommodated and programming is exciting and sometimes provocative as a result. Eureka Centre provides a forum for dangerous ideas.

By 2030 the Eureka Centre is embraced as the principal custodian of the Eureka legacy. It is respected for its engaging exhibitions and programming, innovative creative projects and lauded curatorship and scholarship. Its reputation has been transformed in the museum and education sectors, the cultural tourism industry and amongst government and philanthropic organisations.

Eureka resonates in Australia's national story and existing, widespread public awareness is harnessed to deepen audience engagement and grow visitation. With an enhanced reputation, the Eureka Centre and the Eureka Stockade Memorial Park is respected in the cultural tourism marketplace as a popular destination for Australian and international tourists and a beloved cultural and community asset for the local community.



VISION STATEMENT

Eureka will resonate with community and visitors through compassionate, respectful and innovative storytelling at the site

UNDERSTANDING THE VISION STATEMENT

RESONATE

Our vision involves the creation of experiences that have long-term resonance with the Ballarat community and visitors. We want the community and visitors to have an emotional reaction to, and feel an emotional connection with, the Eureka story that is told at the Eureka Centre and its site. We want the centre and park to have a physical, emotional, intellectual and social 'cut-through'. The community and visitors will feel a strong sense of pride and will understand the importance of the Eureka story locally, nationally and internationally. The centre and park will become an important 'shrine' and a place of pilgrimage.

COMMUNITY AND VISITORS

Our vision involves creating experiences that draw local, regional, national and international visitors. The centre and park will become a destination in itself. The local community has a great deal of pride in the site and the way it presents. The centre and park draws students and researchers. The stories and experiences resonate with a diverse range of people and the experience is personalised to account for that diversity and the multicultural aspects of the Eureka story. The site is accessible to all and is connected to other visitor experiences in Ballarat and beyond.

COMPASSIONATE AND RESPECTFUL

Our vision involves the compassionate telling of stories from different perspectives in a way that seeks to support a deeper understanding of, and empathy with, the circumstances that led to the Eureka Stockade and its aftermath. This includes telling the story from an indigenous perspective as well as a multicultural perspective that acknowledges the 22 nations represented. The Eureka Centre and Eureka Stockade Memorial Park is respectful of the truth and of the different perspectives that prevailed at the time of the Eureka Stockade and acknowledges the contested aspects of the Eureka story.

INNOVATIVE

Our vision involves exciting experiences that embrace current museum trends and practices. We want the Eureka Centre and Eureka Stockade Memorial Park to create a 'spark' in those that visit. New and emerging ideas, practices and technologies will be used to tell the Eureka story in a challenging and fearless way.

STORYTELLING

Our vision involves telling the Eureka story in a way that connects and integrates the site with other visitor experiences in Ballarat and beyond. To that end, our vision involves a great deal of collaboration with other relevant sites. The stories we tell should affect people. There should be a level of emotional engagement with the stories. Our vision involves the activation of all five senses in a logical journey, flow and navigation that starts at a striking point-of-entry and ends with the Eureka Flag.



MISSION

To deliver an exceptional visitor experience that connects diverse audiences with Eureka's multilayered, contested and much-loved story.

To share our compelling vision with the community, key influences, funders and benefactors to drive growth and a financially sustainable future.

To be the pre-eminent custodian of the Eureka legacy and a respected national cultural institution.

Above image: the Eureka Flag 2019.



STRATEGIC RECOMMENDATIONS

The following strategic recommendations are expressed as 'aspirational statements' (aligned with the vision statement).

The recommendations are grouped into three categories:

Place, Partnerships & Advocacy, Programming

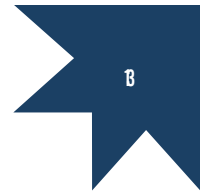
PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.
2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the 'destination object' – the Eureka Flag.
3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.
4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.
5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the playground and monuments.
6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right; as well as a means of exploring the Eureka Stockade's contested narratives and alleged locations.
7. Eureka Centre has completed its third stage redevelopment to resolve the building's limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.
8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.
9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

STRATEGIC RECOMMENDATIONS

PARTNERSHIPS & ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.
2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.
3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.
4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.
5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.
6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.
7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.
8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.
9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.



STRATEGIC RECOMMENDATIONS

PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.
2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.
3. The Eureka story is told through multilayered perspectives reflecting the diversity of goldfields life, broadening the Eureka narrative for contemporary audiences to include a stronger focus on the experiences of Aboriginal people, women, children and the many migrant groups present on the goldfields.
4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principle custodian and advocate of the history of the Eureka Stockade.
5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading-edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.
6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.
7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g: The Ballarat Reform League Charter) that have been procured (or reimagined) to broaden the interpretive offering and audience engagement.
8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.
9. The Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.
10. The Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

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APPENDIX 1

COUNCIL RESOLUTION

Council resolves to:

1. Note the findings of the M.A.D.E Feasibility Study.
2. Acknowledge the effort and hard work of the M.A.D.E staff and Board in establishing and running the facility.
3. Instruct the City of Ballarat CEO to progress the following alternative option with the intent of ensuring the cost-effective operation of the Eureka Centre:
 - Reduce funding with rolling reductions over future years;
 - Bring operation of the facility under the direct management of the Development and Planning Directorate (which includes the portfolio areas of arts, culture, tourism, heritage and placemaking) within the COB making use of existing systems and processes; disband the Board and current governance arrangements and wind-up the company;
 - Retain the primary focus as a centre dedicated to telling the Eureka story and its enduring link to the identity of Ballarat and retain the Flag for continued public access;
 - Appoint a skills-based Eureka Centre Consultative Committee with specific terms of reference endorsed by Council;
 - Further develop successful community use (including current library service, programming and relocation of appropriate research facilities), supporting a profitable café, well used theatre and satellite visitor service;
 - Develop and action a fundraising plan which includes advocacy for State and Federal funding and private investment;
 - Investigate the reinstallation of the iconic Flag Sail; and
 - Using the input of the Centre's Consultative Committee, rebrand the facility to incorporate the word Eureka.

Moved: Cr Samantha McIntosh CARRIED
Seconded: Cr Daniel Moloney (R43/18)



APPENDIX 2

HISTORY OF EUREKA INTERPRETATION CENTRES AT THE SITE

Eureka Centre was established in April 2018 at the site of the National Heritage listed Eureka Stockade Memorial Park. Eureka Centre is the third iteration of a museum / interpretation centre on this site.

The first interpretive facility, the Eureka Stockade Centre opened in 1994, and was based in a newly constructed and award-winning building by Phillip Cox Architects. Doubling as a visitor information centre, this iteration was focused on education and site interpretation, with few authentic artefacts on display. At the time, the Eureka Flag - the key artefact linking the site to the story - was housed at the Art Gallery of Ballarat. Attracting around 40,000 visitors, Sovereign Hill relinquished management of the Eureka Centre to the City of Ballarat. Management consultants were employed to reimagine the Eureka Stockade Centre with the hope of attracting higher visitation to bolster the visitor economy and improve the return on the investment made by the City of Ballarat and the Victorian and Australian governments.

The upgraded facility was re-branded as M.A.D.E: Museum of Australian Democracy at Eureka and opened in 2012. The relocation of the Eureka Flag was successfully negotiated with the Art Gallery of Ballarat. A secure and fire-proof room was designed specifically for the contemplation, interpretation and memorialisation of the Eureka Flag. A substantial multimedia interpretative exhibition was established to connect the story of the Eureka rebellion to the broader international quest for democracy. One of the key criticisms of M.A.D.E was that the Eureka story became lost in this wider international reflection on democracy and the struggle for equal rights. The circular panel of interactive screens focused on Eureka, but the remainder of the space more broadly focused on democracy. Positioned as featuring state-of-the-art technology, this technology was soon outdated as personal computer technology become widely available through the uptake of tablets and smart phones.

In 2017, Ballarat City Council commissioned a feasibility report to review the impact of its investment in the annual operation of M.A.D.E. This report was considered by Council in February 2018. Council resolved to close M.A.D.E and to resume operation as a Council facility (Appendix 1). The Eureka Flag was retained and in April 2018 Council opened the Eureka Centre.

A transition plan was put in place to update the permanent exhibition to move away from M.A.D.E's wider democracy theme towards a dedicated focus of the Eureka story. The transition process began in April 2018, informed by a Council resolution that provided a context in which to deliver immediate change. The Manager Eureka Centre commenced in September 2018 and the Eureka Centre Consultative Committee held its first formal meeting on 1 December 2018.

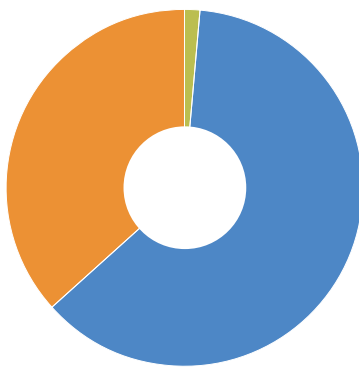
The new Eureka Centre is charged with building a stronger connection to the history of the Eureka Stockade and the historic site in which the museum is located. With this dual visitor attraction / community focus, it is expected that the Eureka Centre will provide a better value proposition for Council and the community. Its core business is built around an interpretive/ museum experience that is responsive to its historic site and the events and legacy of the Eureka Stockade. Beyond the immediate transition, ongoing investment in curatorial services is required to ensure the Eureka Centre remains competitive in the cultural tourism market. Education Programs have been successful and sustainable in past iterations and remain so. The introduction of the Ballarat Research Hub at Eureka (BRHAE) connects the heritage research community to Eureka and establishes a new source of visitation.

APPENDIX 3

COMMUNITY SURVEY OUTCOMES

SURVEY RESPONDENTS (186)

GENDER

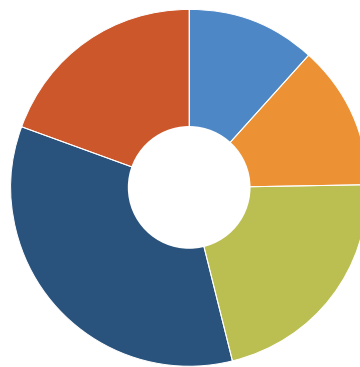


Female: **115**

Male: **68**

Prefer not to say: **3**

AGE



Under 25: **22**

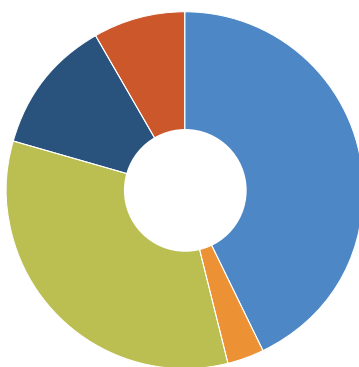
26-40: **24**

41-55: **40**

56-70: **64**

Over 70: **36**

PRIMARY CONNECTION



Current/former residents: **80**

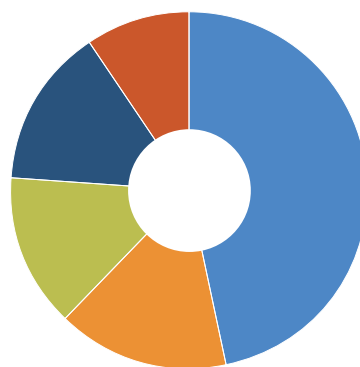
Work in/visit Ballarat regularly: **6**

Value the Eureka story generally: **62**

Family link with Eureka story/Ballarat: **23**

Work in a related field: **15**

VISITATION



Occasionally when there's something new: **91**

Visit regularly: **30**

Visit Stockade Gardens but not Eureka Centre: **27**

Take visitors: **23**

Never visited: **18**

**LOVE – TOP RESPONSES**

1. Pivotal in Australian national identity & ideals of a 'fair go' for everyone
2. Linear/chronological retelling
3. Birth of democratic ideals in Australia
4. Breaking social barriers to effect political change & reform
5. Ordinary people rising up against oppression & struggling for better life
6. Shaping Ballarat's physical environment & popular culture
7. Iconic status of flag as national symbol
8. Stories of individual people
9. Impact of goldfields' migration on social & cultural diversity
10. Role of women & female suffrage
11. Contested nature & multiple perspectives

IMAGINE – TOP RESPONSES

1. Representation and interpretation of the Eureka Stockade structure
2. Interactive & sensory interpretation
3. Experience that reinforces sense of awe & reverence
4. Focus on local & national context first
5. Stories about real people that represent goldfields' diversity
6. Create and active, year-round community recreation & learning hub
7. Balance traditional museum & other events & activations
8. Better connections with other institutions & public transport
9. Maintain Gardens as they are with no new built structures
10. Integrate experience between flag & Gardens
11. Real museum with culturally valuable objects

RETAIN – TOP RESPONSES

1. Gardens' open landscape, trees, lake BBQ facilities & playground
2. Keep flag at Eureka Centre
3. New name & purpose of Eureka Centre
4. Eureka Centre, monument, canons & H McKay Hall
5. Permanent café/restaurant open at night
6. Revolving public programs drawing on all spaces, inside & out

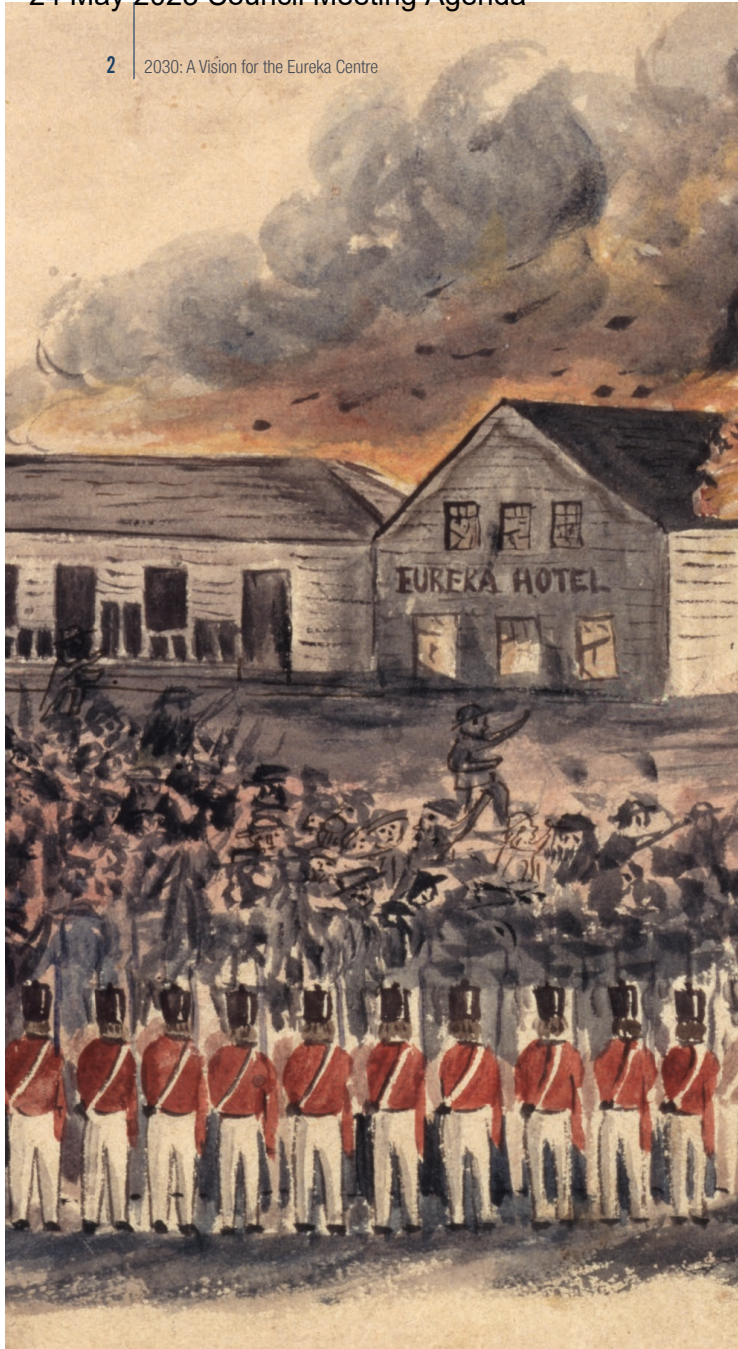
EUREKA CENTRE BALLARAT



2023 REPORT CARD

2030: A VISION FOR THE EUREKA CENTRE

The City of Ballarat 2023



‘2030: A Vision for the Eureka Centre’ was developed to capture strategic advice from the Eureka Centre Community Consultative Committee, established by the City of Ballarat to support the transition from the Museum of Australian Democracy at Eureka (M.A.D.E.) to the Eureka Centre, which opened in April 2018.

The aim of the 2030 Vision is to **“inform future strategic planning at the Eureka Centre and Eureka Stockade Memorial Park to ensure progress is delivered with reference to high level objectives”**.

In the Executive Summary to the 2030 Vision, its purpose is described as follows:

The 2030 Vision imagines a successful and financially sustainable future for the Eureka Centre as a leading national cultural institution and much-loved visitor attraction. This vision is committed to democratizing the Eureka Centre and building its reputation through a commitment to innovative and accessible programming, social space activation and the integration of the visitor experience into community life.

The 2030 Vision presents 38 Strategic Recommendation across three categories – **Place, Partnerships & Advocacy** and **Programming**. The strategic recommendations underpin service delivery at the Eureka Centre, reflected

through actions across internal business, marketing, and merchandising plans. The strategic recommendations form the basis of the 2023 Report Card and are reported against with reference to the delivery of these business plan actions.

The performance of the Eureka Centre has improved across a range of measures, achieved with close reference to the 2030 Vision. This is evident in clear patterns of improvement across a range of areas, including visitation increases, community engagement, exhibition renewal, program delivery and financial sustainability. These positive outputs are captured in this Report Card with reference to their alignment to the Vision’s strategic recommendations.

In the Council resolution (R43/18), that resulted in the closure of M.A.D.E and the establishment of the Eureka Centre as a City of Ballarat facility, Council sought to ‘Reduce funding with rolling reductions over future years’. The Report Card also shows how this cost impost to Council has been reduced.

PLACE

1. People love visiting the Eureka Centre and its site, whether for leisure or as a place of learning or pilgrimage. It is a place where diverse community connections are created, celebrated and shared.

19/20 & 20/21	21/22	22/23
<p>Establishment of the Ballarat Research Hub at Eureka (BRHAE), including relocation of collections and services from the Ballarat Library and fit-out of new facility, 2019.</p> <p>Public Record Office Victoria opens the Ballarat Archives Centre at Eureka Centre, June 2019.</p> <p>Talking History monthly lecture series introduced with two lectures in late 2019 and resuming with online delivery in July 2020.</p> <p>Eureka commemorative program delivered, December 2019, including accessible and inclusive programming on Eureka Sunday.</p> <p>Temporary exhibition program commences with two exhibitions opened in February-March 2020.</p> <p>Full annual program of events introduced, including video production and livestreaming during lockdown in 2020.</p> <p>Site interpretation video content shared online during lockdown in 2020 including:</p> <ul style="list-style-type: none"> - 6 videos about Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk <p>Eureka commemorative program largely delivered online, December 2020, offering multiple entry points into the Eureka story.</p>	<p>Eureka commemorative program delivered, December 2021, including accessible and inclusive programming on Eureka Sunday.</p> <p>Ballarat Libraries Storytime resumes in February 2022.</p> <p>BRHAE introduces program of 9 monthly research workshops and two rare book displays, March 2022.</p> <p>Lilly's at Eureka café opens, May 2022.</p> <p>Ballarat East Neighbourhood House presents weekly yoga and Alexander Technique workshops in May 2022.</p> <p>Pathway of Remembrance launched, May 2022.</p> <p>7500 copies of the A5 printed seasonal program distributed twice yearly.</p> <p>Eureka Education team delivers development workshops for 16 City of Ballarat Youth Ambassadors leading to the 'Speak Up! public outcome, May 2022.</p> <p>Eureka Centre delivers programming for Ballarat Harmony Fest and Ballarat Heritage Festival, 2022.</p> <p>School holiday children's workshops introduced, 4 events and summer showbag.</p> <p>9 annual Talking History lectures presented by historians.</p>	<p>BRHAE becomes a library collection point, October 2022.</p> <p>Eureka commemorative program delivered, December 2022, including accessible and inclusive programming on Eureka Sunday.</p> <p>Continuation of Ballarat Libraries Storytime and introduction of new programs (Play and Sing) in January 2023.</p> <p>BRHAE introduces program of 9 monthly research workshops and two rare book displays, 2023.</p> <p>Weekly Ballarat East Neighbourhood House yoga and Alexander Technique workshops continue in 2023.</p> <p>Café continues operation and extends weekend opening hours.</p> <p>Eureka Centre delivers programming for Harmony Fest and Ballarat Heritage Festival and NAIDOC, 2023.</p> <p>7500 copies of the A5 printed seasonal program distributed twice yearly.</p> <p>Eureka Education team delivers workshops for City of Ballarat Youth Ambassadors culminating in the 'Speak Up! public outcome, March 2023.</p> <p>Eureka Education team engaged by Health and Social Planning and Sustainability Victoria to delivered funded Sustainability in Schools workshops, May-August 2023.</p> <p>School holiday children's workshops continue, 4 events and summer showbag.</p> <p>9 annual Talking History lectures presented by historians.</p>



2. Visitors experience a profound sense of arrival as their engagement with the site and its history begins. The story has diverse audience appeal and unfolds incrementally to build an emotional connection to the Eureka story, culminating in an encounter with the 'destination object' – the Eureka Flag.

19/20 & 20/21	21/22	22/23
<p>A new Visitor Guide launched to connect the museum to the historic Eureka site, released online July 2020 and in hard copy, December 2020.</p> <p>Museum exhibition updated to focus on the history of the Eureka Stockade (new interpretation through objects, lightbox display, slide show, video content), December 2020.</p> <p>Design improvements throughout the building. Activation of non-museum spaces with didactic content.</p> <p>Online education programs developed in response to lockdown ('The Eureka Flag', 'Revolution or Riot' and 'Eureka: Power and Resistance'), 2020.</p> <p>Brand Book developed to integrate Eureka brand into every area of the visitor experience, March 2021.</p> <p>Education Programs delivered on site to visiting school students ('Down with Despotism' and 'Eureka!'), ongoing.</p>	<p>Children's Guide and chatterbox produced to engage young people with the Eureka site and story, July 2021.</p> <p>Songcraft project attracts 200 submissions from visitors to contribute to the writing of a song about the Eureka Stockade, July 2021.</p> <p>Bespoke Eureka merchandise developed for gift shop, from July 2021.</p> <p>Panel discussion: 'Who Owns Eureka' for Ballarat Heritage Festival, May 2022.</p> <p>Launch of the Pathway of Remembrance, May 2022.</p> <p>Design improvements throughout the building. Activation of non-museum spaces with didactic content.</p> <p>On-site and online Education Programs delivered, ongoing.</p>	<p>Panel discussion: 'Eureka: Our Stories' included in Eureka Commemorative program, December 2022.</p> <p>On-site and online Education Programs delivered, ongoing. Incursion program, 'Our Flags: Australian Symbols', introduced in 2023.</p>



3. Eureka Centre offers multiple entry points into the Eureka story for people of all ages and abilities through sensitive and engaging interpretation and design, facilitating participation at various levels of interest, from surface exploration to a deeper dive.

19/20 & 20/21	21/22	22/23
<p>7776 students participate in the Eureka Centre Education programs, 2018-19. (Subsequent years affected by lockdown restrictions and closure periods).</p> <p>Exhibition renewal including new interpretative content and design for lightboxes, speech room and video content, 2020.</p> <p>Increased digital presence with new website and social media content.</p> <p>School holiday children's workshops introduced, 4 sessions plus summer showbag.</p> <p>Visitor Guide designed and introduced in July 2020.</p> <p>Talking History monthly lecture series introduced with two lectures in late 2019 and resuming with online delivery in July 2020.</p> <p>Museum in a Box handling collection, providing students with a tangible connection to the past, launched as both an onsite program and online resource in October 2020.</p>	<p>Children's Visitor Guide introduced, July 2021.</p> <p>200 community contributions to the Songcraft project with Justin Haywood and Brodie Glen resulting in the composing of the Eureka flag song, 'Cotton and Wool', July 2021.</p> <p>Two seasonal A5 brochure launched in September 2021. 7500 copies x 2.</p> <p>School holiday children's workshops continue, 4 per year plus summer showbag.</p> <p>Stories of Eureka protagonists told through badge and tea towel series, July 2021.</p> <p>2518 students participate in the Eureka Centre Education programs, 2021-22 (building phase post-lockdown).</p>	<p>4009 students attended the Eureka Centre Education programs from July 2022 to February 2023.</p> <p>Twice yearly A5 program brochure published and distributed, 7500 copies x 2.</p> <p>School holiday children's workshops continue, 4 per year plus summer showbag.</p>



4. The Eureka Stockade Memorial Park has sustained its cultural heritage values and enhanced the visitor experience through interpretation and design that reinforces a sense of awe and reverence for its profound place in world history.

19/20 & 20/21	21/22	22/23
Eureka Centre Visitor Guide includes substantial interpretation of both the park and Eureka sites throughout Ballarat and beyond. David Bannear presents the Peter Tobin Oration discussing the archaeology of the Eureka Stockade Memorial Park, 3 December 2020.	The Pathway of Remembrance featuring plaques honouring the 35 people known to have died because of the Eureka uprising, launched in May 2022.	Conservation Management Plan for the Eureka Stockade Memorial Park, including a conservation assessment of the historic 1884 Eureka Stockade Monument will commence in 2023.

5. A visit to the Eureka Centre fully integrates an exploration of the Eureka Stockade Memorial Park and activation of its public spaces and amenities, including McKay Hall, Lake Penhalluriack, the play-ground, and monuments.

19/20 & 20/21	21/22	22/23
Fountain in Lake Penhalluriack reinstated in September 2019 and lit blue at night with reference to the Eureka Flag. Eureka Sunday program includes live music and activities in the park, December 2019. Visitor Guide provides an extensive guide to the park and its features, July 2020.	Children's Guide includes activities to learn about and explore the Eureka Stockade Memorial Park, July 2021. Eureka Day wreath laying at the historic monument, December 2021 with local political representatives. Eureka Sunday program includes live music and activities in the park, December 2021. Pathway of Remembrance launched, May 2022.	Eureka Day wreath laying at historic monument, December 2022 with local political representatives. Eureka Sunday program includes live music and activities in the park, December 2022.



6. Eureka Centre has exploited its geographical positioning to provide a visual connection between the site and Ballarat more broadly. The vista is an attraction in its own right, as well as a means of exploring the Eureka Stockade's contested narratives and alleged locations.

19/20 & 20/21	21/22	22/23
<p>Visitor Guide provides an extensive guide to the park, its features, and sites in Ballarat and further afield, July 2020.</p> <p>Content produced and shared on multiple platforms during lockdown in 2020:</p> <ul style="list-style-type: none"> - 6 videos about Ballarat's Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk 	<p>Children's Guide includes activities to learn about and explore the Eureka Stockade Memorial Park, July 2021.</p> <p>Education Program content explores the site of the battle and the changing landscape during colonisation.</p> <p>Pathway of Remembrance launched, May 2022.</p> <p>Eureka Centre billboards installed at the intersection between Victoria and Rodier Streets.</p> <p>Street flags installed to mark Eureka Day annually since November 2021.</p>	<p>Eureka Centre billboards installed at the intersection between Victoria and Rodier Streets.</p> <p>Street flags installed to mark Eureka Day annually since November 2021.</p>

7. Eureka Centre has completed its third stage redevelopment to resolve the building's limitations by increasing internal spaces to expand programming, audience engagement and partnerships and to establish itself as a viable and sustainable cultural institution.

19/20 & 20/21	21/22	22/23
		<p>A response to this high-level strategic recommendation will be investigated by Council management and advice elevated to Council for discussion and consideration. (Refer also to Partnerships & Advocacy action 5.)</p>

8. Eureka Centre provides distinctive high-quality food and wine opportunities that are fully integrated into the Eureka Centre visitor experience and showcase regional produce.

19/20 & 20/21	21/22	22/23
Eureka Centre operates in-house café from April 2018 to March 2020	Lilly's at Eureka café opens in May 2022	Lilly's at Eureka café operating.



9. Eureka Centre is a successful attractor of visitation with people drawn to one or more of the complementary aspects of its offer: the museum, the Eureka Flag, the education program, the dining experience, the vista, the centre for ideas and research, and the Eureka Stockade Memorial Park and related sites in Ballarat.

19/20 & 20/21	21/22	22/23
<p>Total annual Eureka Centre visitation of 31,882 in 2018-19. Subsequent years affected by lockdown restrictions and closure periods.</p> <p>7776 students participate in the Eureka Centre Education programs, 2018-19. Subsequent years affected by lockdown restrictions and closure periods.</p> <p>Ballarat Research Hub at Eureka opens, June 2019.</p> <p>Fountain in Lake Penhalluriack reinstated, September 2019.</p> <p>Ongoing exhibition renewal to transition from M.A.D.E to Eureka Centre.</p> <p>Substantial expansion of public programs from 2019 onwards.</p> <p>Visitor Guide launched in July 2020. Website launched in October 2020.</p>	<p>2518 students participate in the Eureka Centre Education programs, 2021-22 (building phase post-lockdown)</p> <p>Lilly's at Eureka Café opens, May 2022.</p> <p>The Pathway of Remembrance launched, May 2022.</p> <p>Children's Guide introduced, July 2021.</p>	<p>Total annual visitation from July 2022 to February 2023 of 28,476 (on track to achieve 42,714 visitors)</p> <p>4009 students attended Eureka Centre Education programs from July 2022 to February 2023.</p>



PARTNERSHIP AND ADVOCACY

1. Eureka Centre's vision and mission are clear and compelling. As a respected cultural institution, it has secured the trust and support of key stakeholders and advocates in the community and beyond, positioning itself strongly to attract public and private sector partnerships and investment.

19/20 & 20/21	21/22	22/23
<p>Community goodwill grows through increasing public programs of local relevance.</p> <p>Business, Marketing and Merchandising Plans for the period 2020-2024 align with 2030 Vision.</p> <p>Maintenance of annual state government SPP funding for Education program.</p> <p>Eureka Centre Manager is a fortnightly guest on ABC Ballarat.</p> <p>Ongoing engagement of academics and artists to develop public programs with multiple community entry points.</p>	<p>Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions (online) in October 2021 with 110 attendees.</p> <p>Increased public profile through webpage and e-newsletter.</p> <p>A strong commitment to public programs involving key stakeholders.</p> <p>Delivered Teacher PDs as part of annual conference (delivered online, July 2021) and supported and judged student essay writing competition (November 2021) for History Teachers Association of Victoria.</p> <p>BRHAE historical research training programs developed in partnership with PROV. (annual attendances of 110 people).</p> <p>Maintenance of annual state government SPP funding for Education program.</p> <p>CHART grant to fund art acquisition painting by Wadawurrung Elder and artist, Aunty Marlene Gilson.</p> <p>Eureka Centre Manager is a fortnightly guest on ABC Ballarat.</p>	<p>Collaboration with Sovereign Hill in delivering onsite annual teacher Professional Development sessions in December 2022 with 35 attendees.</p> <p>Sovereign Hill includes Eureka Centre / Art Gallery of Ballarat Education kit on its website, December 2022.</p> <p>Delivered Teacher PDs for the History Teachers Association of Victoria annual conference (delivered onsite, July 2022), and supported and judged student essay writing competition (November 2022)</p> <p>BRHAE historical research training programs developed in partnership with PROV. (annual attendances, 110 people)</p> <p>Maintenance of annual state government SPP funding for Education program.</p> <p>Eureka Centre Manager is a fortnightly guest on ABC Ballarat.</p>



2. Eureka Centre has established meaningful and productive partnerships with cultural heritage sites and institutions connected or aligned to the Eureka story, both in Australia and internationally. These partnerships have expanded its reputation and reach through exhibitions, object loans, joint projects, cultural partnerships and reciprocal advocacy.

19/20 & 20/21	21/22	22/23
<p>Public Record Office Victoria opens the Ballarat Archives Centre at BRHAE, Eureka Centre, June 2019.</p> <p>Curriculum aligned, 81-page Eureka Education Kit developed in collaboration with the Art Gallery of Ballarat, August 2020.</p> <p>Commenced discussions with the City of Laois, Ireland to establish a Cultural Accord between Eureka Centre and Tenakill Lalor House.</p> <p>'The Trouble with Heritage' forum series involving a panel including academics from University of Melbourne, RMIT and Federation University, May 2021.</p> <p>Creation of a series of 6 videos with spokespeople from the Eureka Centre and City of Ballarat (Public Art), Ballarat Trades Hall, Art Gallery of Ballarat and Ballarat Cemeteries to link Eureka Centre to other key Eureka sites and institutions in Ballarat, July 2020.</p>	<p>Cultural Accord established between Eureka Centre and Tenakill Lalor House in Ireland on 28 July 2021.</p> <p>Teacher professional development program collaboration delivered online with Sovereign Hill and Ballarat Koorie Education Coordinator, Department of Education, October 2021, 110 attendees.</p> <p>Delivered Teacher PDs as part of annual History Teachers Association of Victoria conference (online, July 2021) and judged student essay writing competition (November 2021).</p> <p>Opening of the Pathway of Remembrance, May 2022, a partnership with Eureka Australia, supported by four embassies and launched by the Irish Ambassador.</p>	<p>Collaboration with Sovereign Hill in delivering onsite annual teacher Professional Development sessions in December 2022 with 35 attendees.</p> <p>Delivered Teacher PDs as part of annual History Teachers Association of Victoria conference (onsite, July 2022) and judged student essay writing competition (November 2022).</p> <p>'City on Fire: Examining Primary Sources', 6 sessions exploring rare, original Eureka artifacts on loan from the Public Record Office Victoria, May 2023.</p> <p>Ballarat Heritage Festival 'Hidden Histories' panel discussion involving representatives from the State Library of Victoria, National Museum of Australia, Australian Museum, May 2023.</p> <p>Talking History program of 9 annual lectures features academics in the history field.</p>



3. As Council's premier heritage service and attraction, the Eureka Centre is a prominent gateway for those wanting to experience the Central Victorian Goldfields World Heritage sites.

19/20 & 20/21	21/22	22/23
<p>Ballarat Research Hub at Eureka opens, June 2019.</p> <p>Expanded public programs, including video production and livestreaming during lockdown. Content produced and shared in 2020 includes:</p> <ul style="list-style-type: none"> - 6 videos about Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk. <p>Visitor Guide provides an extensive guide to the park and its features, July 2020.</p> <p>Eureka Centre website launched, October 2020.</p> <p>Eureka Centre's public programs increase, including through online delivery during lockdown.</p> <ul style="list-style-type: none"> 9 lectures 5 panel discussions 1 film screening 4 exhibitions 2 school holiday programs 2 musical performances 	<p>Eureka Centre features in 'Who Do You Think You Are' screening on SBS TV on 29 June 2021</p> <p>Eureka Centre features in the film, 'Our African Roots' screened on SBS, 17 October 2021.</p> <p>Eureka Stockade Memorial Park visitor experience is enhanced with the launch of the Pathway of Remembrance, May 2022.</p> <p>Eureka Centre's public programs include:</p> <ul style="list-style-type: none"> 9 lectures 3 panel discussions 4 exhibitions. 1 play (2 performances) 2 BRHAE displays 9 BRHAE workshops 4 children's workshop 2 musical performances <p>Lilly's at Eureka café opens, May 2022</p>	<p>Eureka Centre features in the ABC TV Landline special, 'The things that made Australia and Prime TV's Australia Rediscovered for Ricko, both screening in August 2022.</p> <p>City of Ballarat receives \$500,000 Victorian Government funding received to support the World Heritage bid.</p> <p>Eureka Centre's public programs include:</p> <ul style="list-style-type: none"> 11 lectures 5 discussions 1 film screening 4 exhibitions 2 BRHAE displays 9 BRHAE workshops 3 musical performances 1 adult education program (6 sessions) <p>Conservation Management Plan for the Eureka Stockade Memorial Park, including a conservation assessment of the historic 1884 Eureka Stockade Monument will commence in 2023.</p>



4. Eureka Centre is a leader and respected partner in the GLAM and heritage sectors and is active in supporting the sustainability and growth of Ballarat's heritage community through education, collaboration and resource sharing.

19/20 & 20/21	21/22	22/23
<p>BRHAE opens in June 2019 combining the shared resources of the City of Ballarat Australian Research Collection, the Public Record Office Victoria's Ballarat Archives Centre and the Ballarat and District Genealogical Society.</p> <p>Eureka Centre Manager elected to AMaGA committee, July 2020.</p> <p>Eureka Centre Education Officer elected to AMaGA Education network committee, July 2020.</p> <p>Talking History program trialled in late 2019 with two lectures. Online delivery of the program commenced July 2020 during lockdown.</p> <p>6 videos produced during lockdown to introduce Eureka heritage sites across Ballarat with stakeholders including Ballarat Trades Hall and Ballarat Cemeteries, July 2020.</p> <p>Eureka Education Kit produced with Art Gallery of Ballarat, downloadable from both institution websites, August 2020</p> <p>'The Trouble with Heritage' forums x 4 involving panellists from Sovereign Hill, Ballarat Tramways Museum, Ballarat Cemeteries, Art Gallery of Ballarat, City of Ballarat, Federation University and the local heritage sector, May 2021.</p>	<p>Eureka Centre Manager serves on the AMaGA committee.</p> <p>Talking History program of 9 annual lectures to connect with history academics and local history stakeholders.</p> <p>9 BRHAE historical research workshops presented March to November annually.</p> <p>Manager Eureka Centre initiates the establishment of the Ballarat Museums Network, February 2022.</p> <p>Education team attend and present at the annual History Teachers Association of Victoria conference, July 2022.</p>	<p>Eureka Centre Manager elected Secretary, AMaGA committee, May 2022.</p> <p>'Dark Tourism, Darker Histories', a panel discussion presented with Tales from Rat City for Ballarat Heritage Festival, May 2022.</p> <p>Eureka Centre is the secretariat of the Ballarat Museums Network.</p> <p>Talking History program of 9 annual lectures to connect with history academics and local history stakeholders.</p> <p>9 BRHAE historical research workshops presented March to November annually.</p> <p>Education team attend and present at the annual History Teachers Association of Victoria conference, July 2022.</p>

5. Eureka Centre has successfully attracted funding for its third stage redevelopment and has in place numerous partners, both government and philanthropic, to support the expansion and reach of its programming.

19/20 & 20/21	21/22	22/23
		<p>A response to this high-level strategic recommendation will be investigated by Council management and advice elevated to Council for discussion and consideration. (Refer also to Place, action 7.)</p>



6. The Eureka Flag is protected under the Flag Act, which acknowledges December 3rd as a significant day to fly the flag.

19/20 & 20/21	21/22	22/23
		A response to this high-level strategic recommendation will be investigated by Council management and advice elevated to Council for discussion and consideration.

7. Visitors arrive at the Eureka Centre through numerous modes of transport, including an integrated public transport network that connects it to other Ballarat attractions.

19/20 & 20/21	21/22	22/23
Website launched October 2020 with transport information included.	Bus routes maintained	Bus routes maintained.

8. Eureka Centre has a recognised and respected name, with a strong online presence that utilises multiple platforms to engage with and develop its audiences, including through off-site learning and education opportunities.

19/20 & 20/21	21/22	22/23
<p>New technology installed to enable livestreaming and recording of public programs in the auditorium, 2020.</p> <p>81-page Eureka Education Kit produced with Art Gallery of Ballarat, downloadable from both institution websites, August 2020.</p> <p>Public programs videoed and live streamed during COVID lockdowns.</p> <p>Website and e-newsletter launched, October 2020.</p> <p>Eureka commemorative program delivered during lockdown comprising recorded and livestreamed content, December 2020.</p> <p>Facebook, Instagram and Twitter pages maintained with regular content.</p> <p>Online Education programs developed and trialled during 2020-21 lockdown period.</p>	<p>Three online Education programs launched, February 2022.</p> <p>YouTube channel features an archive of recorded public programs.</p> <p>Delivered Teacher PDs as part of annual History Teachers Association of Victoria conference (online, July 2021) and judged student essay writing competition (November 2021).</p> <p>Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions (online) in October 2021 with 110 attendees.</p>	<p>'Our Flags: Australian Symbols', grade 3 & 4 incursion program and 'Book a Box' program launched 2023.</p> <p>Collaboration with Sovereign Hill in delivering onsite annual teacher Professional Development sessions in December 2022 with 35 attendees.</p> <p>Delivered Teacher PDs as part of annual History Teachers Association of Victoria conference (onsite, July 2022) and judged student essay writing competition (November 2022).</p> <p>59 videos produced featuring Eureka Centre public programs archived and available on YouTube (as of March 2023)</p>



9. Eureka Centre's program is informed by our region's arts and heritage communities who reflect the bold and creative spirit of Eureka through innovative and engaging projects.

19/20 & 20/21	21/22	22/23
<p>Local musician Justin Haywood leads the Songcraft project resulting in song composition and community performance, July 2019.</p> <p>Open Program venue for Ballarat International Foto Biennale presenting 'Teen Portraits', 23 August 2021- 20 October 2019.</p> <p>Local musicians and poets perform at Eureka Sunday, December 2019</p> <p>'Crafting the Eureka Flag' - hosting a community textile project, December 2019-March 2020.</p> <p>'Overburden' exhibition, February-August 2020</p> <p>'The Southern Cross: an icon', an Art Gallery of Ballarat exhibition, February-October 2020.</p> <p>Visitor Guide designed by local illustrator, Ben Sanders, July 2020.</p> <p>Local actor Marg Dobson talks about her performance 'Picture Her' for Talking History, October 2020.</p> <p>Rat City Players create puppet show as online content during lockdown, December 2020.</p> <p>Four local actors engaged to record Eureka speeches for audio visual display, 2020.</p>	<p>'The Berry Consols' and 'Eureka: Singular and Plural' exhibitions, 2021</p> <p>'Where My Statue' panel discussion featuring local artists and curators, April 2021.</p> <p>'Eureka Community Flag' exhibition, 10 September 2021-1 May 2022</p> <p>'Facing Up' theatre production for NAIDOC Week, July 2021.</p> <p>Local art historian Juliette Peers presents Talking History, March 2021.</p> <p>Children's Guide designed by local illustrator, Ben Sanders, July 2021.</p> <p>Local musicians Justin Haywood and Brodie Glen lead the Songcraft community project resulting in the composing of the Eureka flag song, 'Cotton and Wool', July 2021.</p> <p>Visitor Guide by local illustrator, Ben Sanders, wins MAPDA Award, August 2021.</p> <p>Local illustrator Ben Sanders designs feature in Eureka Centre merchandise including badges, tea towels, pencil cases and bags, 2021-22.</p> <p>Local musicians and poets perform at Eureka Sunday, December 2021.</p> <p>Open Program venue for Ballarat International Foto Biennale presenting 'People Watching', 24 August 2021-9 January 2022.</p> <p>Tales of Rat City performances of 'Charlatan' and 'Journey to the Southern Cross', May 2022, for Ballarat Heritage Festival.</p>	<p>'Climate Anxiety Ark' exhibition, 7 May-18 November 2022</p> <p>Local musicians perform at Eureka Sunday, December 2022.</p> <p>'Thrive: Queer Voices Out Loud, Black Apple Theatre production for Ballarat Frolic Festival, February 2023.</p> <p>'Constellation: forming the flag' features work by Ballarat-based First Nations artist, April 2023.</p> <p>'Hidden Histories' panel discussion includes participation of Wadawurrung artist, May 2023.</p> <p>Acquisition of Eureka Stockade painting from Wadawurrung Elder and artist Aunty Marlene Gilson, 2022, to be launched during NAIDOC 2023.</p>



PROGRAMMING

1. In keeping with the Eureka spirit, the Eureka Centre has a national reputation as a place to explore provocative ideas, facilitating discussion around pressing cultural, political and social issues.

19/20 & 20/21	21/22	22/23
<p>Eureka Soapbox - 2 debates addressing contentious issues, 1 December 2019.</p> <p>Dr Susan Lawrence presents the Peter Tobin Oration addressing gold rush environmental degradation, 3 December 2019.</p> <p>'The Trouble with Heritage' - 4 panel discussions, May 2021.</p> <p>'Overburden' and 'The Berry Consols' exhibitions explore the environmental legacy of the goldrush, 2020-2021.</p> <p>'The Southern Cross: an icon', an Art Gallery of Ballarat exhibition exploring the appropriation of the Eureka Flag, February-October 2020.</p> <p>David Bannear presents the Peter Tobin Oration about the archaeology of the Eureka Stockade Memorial Park, 3 December 2020.</p> <p>Talking History program (9 talks annually) featuring academics.</p>	<p>'Facing Up' theatre production presented for NAIDOC week, July 2021, addressing First Nations rights and political representation.</p> <p>Shane Howard AM delivers Peter Tobin Oration, December 2021.</p> <p>'Who Owns Eureka?' and 'Dark Tourism, Darker Histories' Heritage Festival panel discussions, May 2022.</p> <p>'Climate Anxiety Ark' explores issues of Australia's colonial legacy, including in relation to mining, 2022.</p> <p>Talking History program continues (9 talks) featuring academics.</p>	<p>Dr Josie Vine presents the Peter Tobin Oration, 3 December 2022 concerning gender representation and press freedom.</p> <p>Film screening of 'Displaced' and discussion about the legacy of the Holocaust, for Harmony Fest, March 2023.</p> <p>Emeritus Professor Geoffrey Blainey AC lecture, Ballarat Heritage Festival, May 2023</p> <p>Ballarat Heritage Festival 'Hidden Histories' panel discussion involving representatives from the State Library of Victoria, National Museum of Australia, Australian Museum, May 2023.</p> <p>Talking History program continues (9 talks) featuring academics.</p> <p>Luke Watt and Nigel Wearne perform and discuss their songs about rebellion and dissent in Australian History, Ballarat Heritage Festival, May 2023</p>

2. Eureka Centre embraces the contested history of the Eureka Stockade and the symbolism of the flag, to connect with contemporary ideas about Australian identity that reflect its broad appeal in our national consciousness and world history.

19/20 & 20/21	21/22	22/23
<p>Eureka Soapbox - 2 debates about contested Eureka issues, December 2019.</p> <p>'The Southern Cross: an icon', an Art Gallery of Ballarat exhibition exploring the appropriation of the Eureka Flag, February-October 2020.</p> <p>'Eureka: Plural and Singular' exhibition exploring the way in which history is written through a generative artwork, March 2021 –January 2022.</p>	<p>'The Eureka Flag' 'Eureka Power and Resistance' and 'Revolution or Riot' online education programs launched, February 2022.</p> <p>'Who Owns Eureka' Heritage Week panel discussion, May 2022.</p> <p>'Eureka Community Flag' exhibition, 10 September 2021-1 May 2022.</p>	<p>'Our Flags: Australian Symbols', grade 3 & 4 incursion program and 'book a box' program launched 2023.</p> <p>'Constellation' exhibition; five artist's make textile art in response to Eureka Flag, 1 April – 20 August 2023.</p>



3. The Eureka story is told through multilayered perspectives reflecting the diversity of goldfields life, broadening the Eureka narrative for contemporary audiences to include a stronger focus on the experiences of Aboriginal people, women, children and the many migrant groups present on the goldfields.

19/20 & 20/21	21/22	22/23
<p>Exhibition upgrades increases the representation of women's voices through text and audio-visual content.</p> <p>Curriculum aligned, 81-page Eureka Education Kit produced by Eureka Centre with the Art Gallery of Ballarat, August 2020.</p> <p>Public program highlighting the story of African-American rebel, John Joseph, March 2021.</p>	<p>Wadawurrung perspective included in Children's Guide.</p> <p>Merchandising highlighting African-American rebel John Joseph and women protagonists, Clara Seekamp and Anastasia Hayes.</p> <p>'Chinese Miners Residence Tax', Harmony Fest panel discussion, March 2022.</p> <p>'Facing Up' theatre production presented for NAIDOC week, July 2021, linked the Eureka struggle with Indigenous rights.</p> <p>Eureka Centre features in the film, 'Our African Roots' screened on SBS, 17 October 2021.</p>	<p>Wadawurrung Elder and artist Marlene Gilson's 'Eureka' painting acquired in 2022 and to be launched at NAIDOC 2023.</p>



4. Eureka Centre has a reputation for learning and scholarship through its own high-quality exhibitions, research, school and university programs, public programs, publications and, by extension, through supporting and facilitating external research. Institutional collaborations and research scholarships reinforce the Eureka Centre's reputation as the principal custodian and advocate of the history of the Eureka Stockade.

19/20 & 20/21	21/22	22/23
<p>Dr Susan Lawrence presents the Peter Tobin Oration addressing gold rush environmental degradation, 3 December 2019.</p> <p>Video production and livestreaming during lockdown in 2020 including:</p> <ul style="list-style-type: none"> - 6 videos about Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk - 3 Children's art education films - 6 livestreamed and recorded Talking History lectures <p>2020/21 program:</p> <ul style="list-style-type: none"> 9 lectures 5 panel discussions 1 film screening 4 exhibitions 2 school holiday programs 2 musical performances <p>Curriculum-aligned, 81-page Eureka Education Kit produced with Art Gallery of Ballarat.</p> <p>The BRHAE Blog series launched in April 2020 producing six annual researched online articles.</p> <p>Talking History program of 9 annual lectures by academics and researchers.</p> <p>2 downloadable online resources (lesson plans, activities) created through SPP funding agreement, 2021-22.</p> <p>David Bannear presents the Peter Tobin Oration discussing the archaeology of the Eureka Stockade Memorial Park, 3 December 2020.</p>	<p>2021/22 program:</p> <ul style="list-style-type: none"> 9 lectures 3 panel discussions 4 exhibitions. 1 play (2 performances) 2 BRHAE displays 9 BRHAE workshops 4 children's workshop 2 musical performances <p>Teacher professional development program collaboration delivered online with Sovereign Hill and Ballarat Koorie Education Officer, Department of Education, October 2021, 110 attendees.</p> <p>BRHAE Blog continues (6 posts).</p> <p>5 downloadable online education resources (lesson plans, activities) created through SPP funding agreement, 2021-22.</p> <p>Talking History program continues (9 talks) featuring academics and experts.</p> <p>Collaboration with Sovereign Hill in delivering annual teacher Professional Development sessions (online) in October 2021 with 110 attendees.</p> <p>2 new online Eureka Education programs offered in 2022.</p> <p>Visitor Guide wins MAPDA Award, August 2021.</p> <p>Delivered Teacher PDs as part of annual History Teachers Association of Victoria conference (online, July 2021) and judged student essay writing competition (November 2021).</p> <p>Shane Howard AM presented the Peter Tobin Oration sharing his personal connection with the Eureka Stockade through story and song, 3 December 2021.</p> <p>Eureka Education team delivers development workshops for 16 City of Ballarat Youth Ambassadors leading to the 'Speak Up! public outcome, May 2022.</p>	<p>2022/23 program (including scheduled):</p> <ul style="list-style-type: none"> 11 lectures 5 discussions 1 film screenings 3 exhibitions. 2 BRHAE displays 4 children's workshop 3 musical performances 9 BRHAE workshops 1 adult education program (6 sessions) <p>Collaboration with Sovereign Hill in delivering onsite annual teacher Professional Development sessions in December 2022 with 35 attendees.</p> <p>Talking History program continues (9 talks) featuring academics and experts.</p> <p>Dr Josie Vine presents the Peter Tobin Oration about Eureka figure, Clara Seekamp, 3 December 2022.</p> <p>4 downloadable online resources (lesson plans, activities) created through SPP funding agreement, 2022-23.</p> <p>13 workshops delivered by Eureka Education team to City of Ballarat Youth Ambassadors culminating in the 'Speak Up! public outcome, March 2023.</p> <p>Eureka Education team engaged by Health and Social Planning and Sustainability Victoria to delivered funded Sustainability in Schools workshops, May-August 2023.</p> <p>BRHAE Blog continues (6 posts).</p>



5. Eureka Centre has a reputation for experiential museum practices that incorporate, but are not beholden to, leading edge technology, delivering a rich and immersive visitor experience through a combination of culturally significant objects, site interpretation, multi-sensory interpretation and design.

19/20 & 20/21	21/22	22/23
<p>Australiana Research Collection relocated to the Eureka Centre with opening of BRHAE, June 2019.</p> <p>Video production including:</p> <ul style="list-style-type: none"> - 6 videos about Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk, 2020. <p>Museum in a Box, providing students with a tangible connection to the past, launched as both an onsite and online program in October 2020.</p> <p>Commissioning of new exhibition audio-visual content highlighting the speeches and writing of six Eureka protagonists, December 2020.</p> <p>Commissioning of a new lightbox display featuring historic Eureka images and quotes, December 2020.</p> <p>Visitor Guide introduced to connect the museum to the park and Eureka sites in Ballarat and beyond.</p> <p>Renewal of loan agreements for 70 objects from private collectors of historical significance.</p> <p>In the first quarter of 2021 the Eureka website had 2217 users and 5106 views.</p>	<p>Collection area fit out (new compactus, shelving, and storage) and collection audit, July 2021.</p> <p>Visitor Guide wins MAPDA Award, August 2021.</p> <p>Eureka Education interactive app design process and program development commences in 2021.</p> <p>Pathway of Remembrance launched in May 2022.</p> <p>Museum in a Box handling collection integrated into onsite Education program delivery.</p> <p>Exhibition screens replaced and audio-visual content re-formatted to ensure sustainability, June 2022.</p> <p>'Eureka Community Flag' exhibition, 10 September 2021-1 May 2022, drawn from the Eureka Centre collection.</p> <p>In the fourth quarter of 2021 the Eureka website it has increased to 6290 users and 14,148 views.</p>	<p>Completion of Significance Assessment for the collections located at the Eureka Centre, August 2022.</p> <p>Eureka Education interactive app used by all incoming school students launched in 2022.</p> <p>Commencement of process to digitise Eureka Centre catalogue on the Vernon program, working in collaboration with Art Gallery of Ballarat, April 2023.</p> <p>As of March 2023, the Eureka Centre Facebook page had 2528 followers.</p> <p>In the period of 15 February to 14 March 2023, the Facebook page had a post reach of 14,242 people and post engagement by 2176 people.</p> <p>In the fourth quarter of 2022 the Eureka Centre website had 8307 users and 18,483 views.</p> <p>Wadawurrung Elder and artist Marlene Gilson's 'Eureka' painting acquired in 2022 and to be launched at NAIDOC 2023.</p>

6. Eureka Day on December 3rd is the primary occasion recognising the events of Eureka and has found broad appeal in the wider community as a celebration of all the Eureka story represents.

19/20 & 20/21	21/22	22/23
<p>Eureka Day and Eureka Sunday programming, 2019.</p> <p>Eureka Day and Eureka Sunday delivered with a combination of online and physical events, 2020.</p>	<p>Eureka Day and Eureka Sunday programming, December 2021.</p>	<p>Eureka Day and Eureka Sunday programming, December 2022.</p>



7. The Eureka Flag remains the centrepiece of the Eureka Centre's visitor experience, complemented by culturally significant objects relevant to the Eureka story (e.g.: The Ballarat Reform League Charter) that have been procured (or reimagined) to broaden the interpretive offering and audience engagement.

19/20 & 20/21	21/22	22/23
<p>Renewal of loan agreements for 70 objects from private collectors of historical significance.</p> <p>Museum in a Box, hands-on Education program introduced, October 2020.</p> <p>'The Southern Cross: an icon', an Art Gallery of Ballarat exhibition, February-October 2020.</p> <p>Content about the Charter included in museum and BRHAE, 2019.</p>	<p>'Eureka Community Flag' exhibition, September 2021-May 2022.</p>	<p>Significance Assessment (completed August 2022) identifies key objects in the Eureka Centre collection identifying six items of special significance.</p> <p>'Constellation: forming the flag' - five textile artists respond to the Eureka Flag, April 2023.</p> <p>'City on Fire: Examining Primary Sources', 6 sessions exploring rare, original Eureka artifacts on loan from the Public Record Office Victoria, May 2023.</p> <p>Wadawurrung Elder and artist Marlene Gilson's 'Eureka' painting acquired in 2022 and to be launched at NAIDOC 2023.</p>

8. Eureka Centre is the primary custodian of the heritage of the Eureka story throughout Ballarat and beyond, leading the consolidation and connection of multiple sites through interpretive design, linked experiences, cultural exchange and viable itineraries.

19/20 & 20/21	21/22	22/23
<p>Visitor Guide includes information about Eureka heritage sites in Ballarat and beyond.</p> <p>Preliminary collection audit, June 2021.</p>	<p>Cultural Accord established between Eureka Centre and Tenakill Lalor House in Ireland on 28 July 2021.</p> <p>The Pathway of Remembrance launched in May 2022 in partnership with Eureka Australia and four diplomatic missions.</p>	<p>Significance Assessment (completed August 2022) identifies key objects in the Eureka Centre collection identifying six items of special significance.</p>



9. Eureka Centre draws on the expertise, networks and resources of volunteer community members and stakeholder groups to build its reputation, increase its reach and enhance the visitor experience.

19/20 & 20/21	21/22	22/23
Ballarat and District Genealogical Society relocates resources to BRHAE, June 2019.	A partnership with the Ballarat East Neighbourhood House brings yoga and movement classes to Eureka Centre commenced in September 2021. Cross promotion and collaboration with Eureka Australia, including in the delivery of the Pathway of Remembrance, May 2021.	Ballarat East Neighbourhood House partnership continues. Engagement of local historians and creatives to create programming, ongoing. Strong ongoing cooperation between Eureka Centre and Ballarat Libraries in the delivery of services (eg BRHAE, book collection) and presentation of programming.

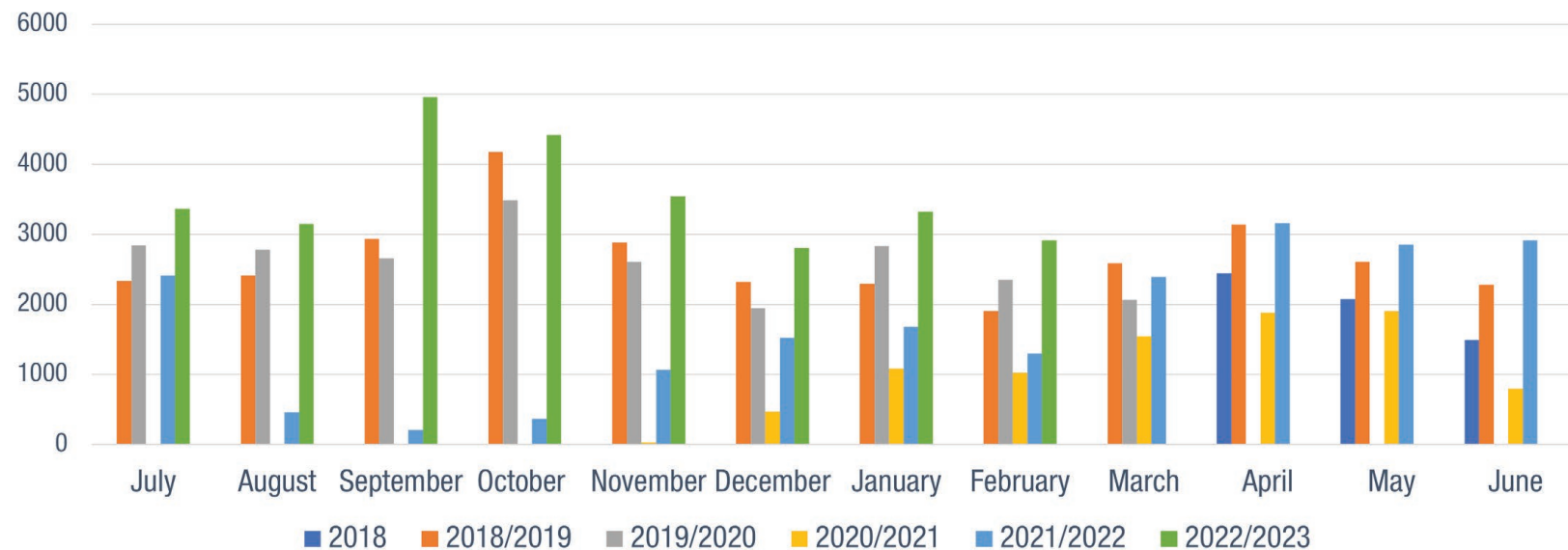
10. Eureka Centre explores the contemporary resonance of the Eureka story through a range of artistic, creative and ideas-based projects that build community engagement and broaden discussion about culture and society.

19/20 & 20/21	21/22	22/23
Eureka Day and Eureka Sunday programming, 2019 Eureka Day and Eureka Sunday delivered with a combination of online and physical events, 2020. Video production and livestreaming during lockdown in 2020 including: - 6 videos about Eureka sites across Ballarat, involving external stakeholders. - 7 videos following the Eureka Dawn Walk 'Overburden' (2020) and 'The Berry Consols' exhibitions (2021) explore the environmental legacy of the goldrush. 2020/21 program: 9 lectures 5 panel discussions 1 film screening 4 exhibitions 2 school holiday programs 2 musical performances	'Eureka: Singular and Plural' exhibition, 2021. Eureka Day and Eureka Sunday programming, December 2021. 2021/22 program: 9 lectures 3 panel discussions 4 exhibitions. 1 play (2 performances) 9 BRHAE displays 4 BRHAE workshops 4 children's workshop 2 musical performances	Eureka Day and Eureka Sunday programming, December 2022. 2022/23 program (including scheduled): 11 lectures 5 discussions 1 film screenings 3 exhibitions. 2 BRHAE displays 4 children's workshop 3 musical performances 9 BRHAE workshops 1 adult education program (6 sessions) 'Constellation: forming the flag' - five textile artists respond to the Eureka Flag, April 2023. 'Eureka' painting by Aunty Marlene Gilson acquired for the inclusion in the museum, 2022.



EUREKA CENTRE VISITATION

TOTAL VISITATION



2018-19

Total annual visitation of 31,882

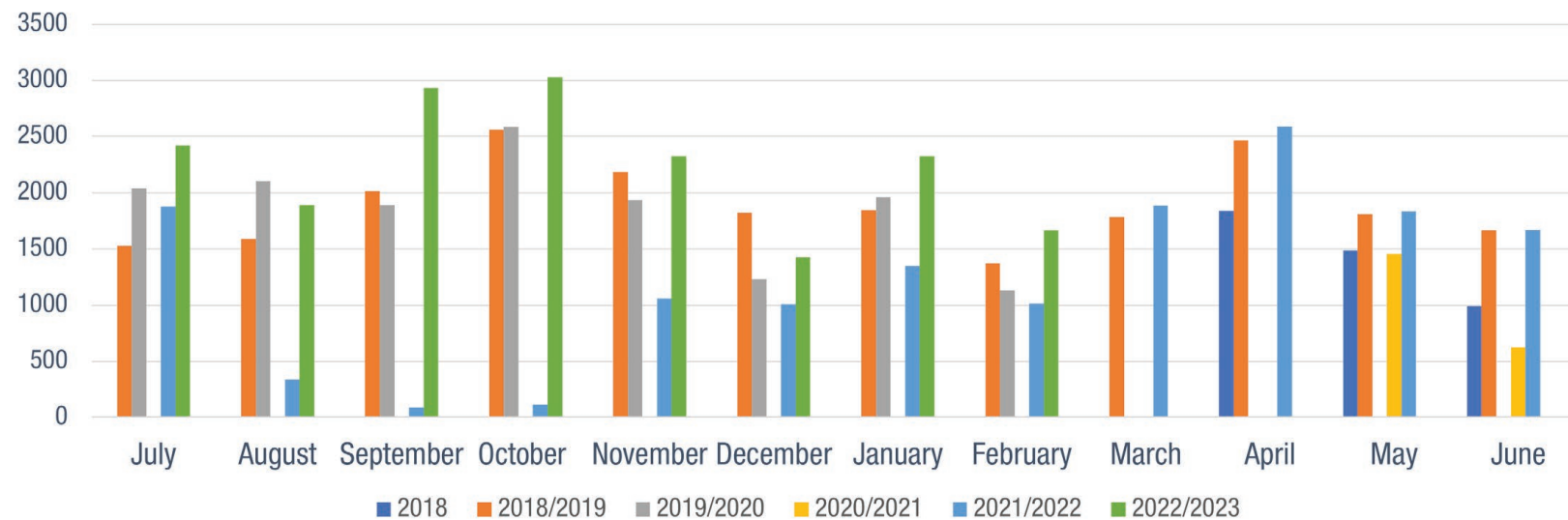
2022-23

Total visitation (from July 2022 to February 2023) of 28,476 (on track to achieve 42,714 visitors)

From April 2022, the Eureka Centre attracted continuous year-on-year monthly increases in visitation.



PAID VISITATION



2018-19

Total annual paid (museum) visitation of 22,634

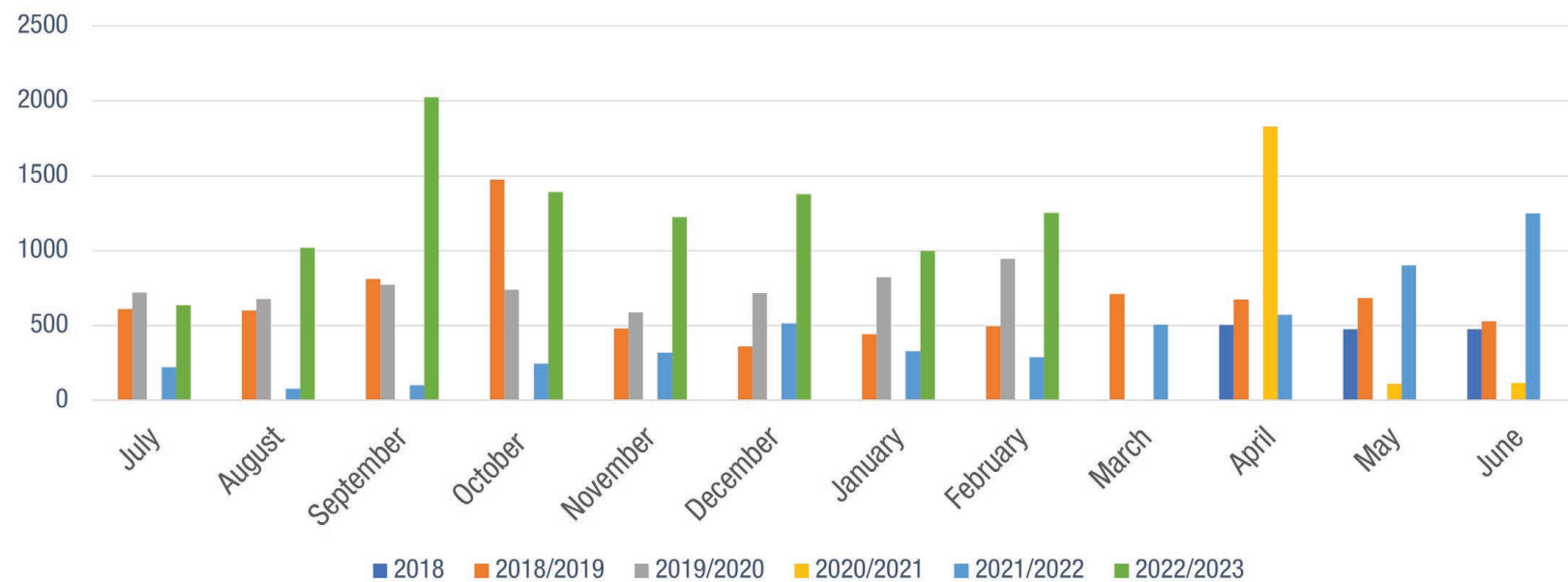
2022-23

Total annual paid visitation (from July 2022 to February 2023) of 18,006 (on track to achieve 27,009 paid visitors)

From March 2022, the Eureka Centre attracted continuous year-on-year monthly increases in visitation.



FREE ENTRY VISITATION



2018-19

Total annual free entry visitation of 7867

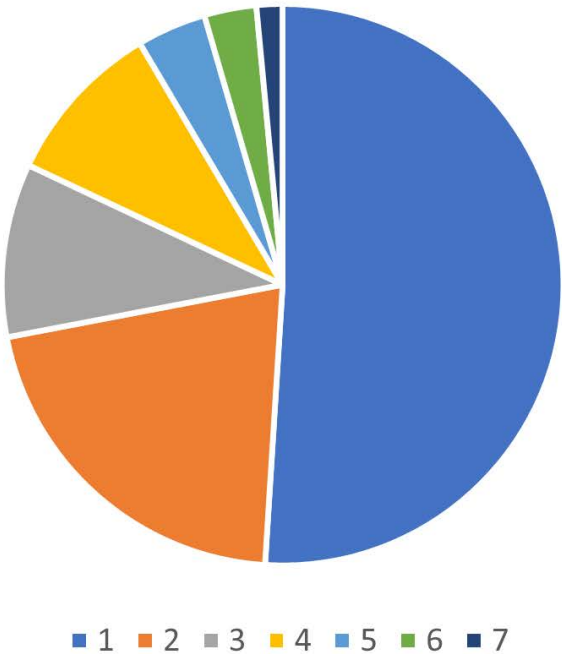
2022-23

Total annual free entry visitation (from July 2022 to February 2023) of 7287 (on track to achieve 10,930 visitors)

At present free entry is largely recorded manually at the museum and BRHAE reception areas. Entry through the café side entrance is underestimated and is likely to be significantly higher than presented counted. A door counter will be installed to better account from access from this side of the building. Head counts or ticketing data determine attendance figures for public programs.



REASONS FOR VISITATION 2019-20

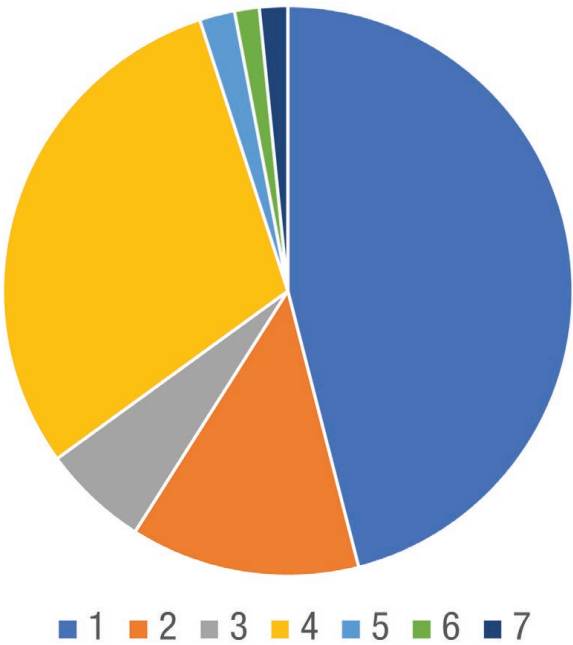


- 1. Paid Museum entry 51%
- 2. Education Program (per student) 21%
- 3. Local free entry 10%
- 4. Free of charge 9.5% (café, giftshop, auditorium etc)
- 5. Ballarat Research Hub at Eureka 4%
- 6. Venue Hire 3%
- 7. Bus tours 1.5%

(Note: Due to COVID-19 closure, these figures cover 1 July 2019 to 29 February 2020)



REASONS FOR VISITATION 2022-23



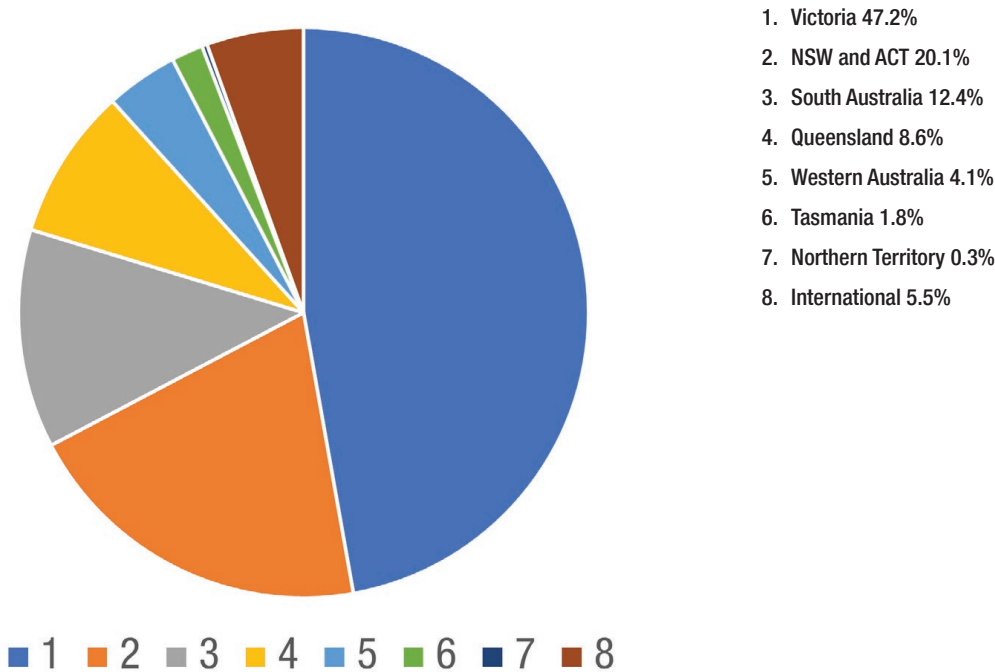
- 1. Paid Museum entry 46%
- 2. Education Program (per student) 13%
- 3. Local free entry 6%
- 4. Free of charge 30%
(café, giftshop, auditorium etc)
- 5. Ballarat Research Hub at Eureka 2%
- 6. Venue Hire 1.4%
- 7. Bus tours 1.6%

TOTAL ATTENDANCES: 28,685
(1 July 2022 to 31 January 2023)

Free of charge visitation increased due to a range of factors, including a substantially expanded in public program delivery, the opening of a new café, and the introduction of BRHAE.



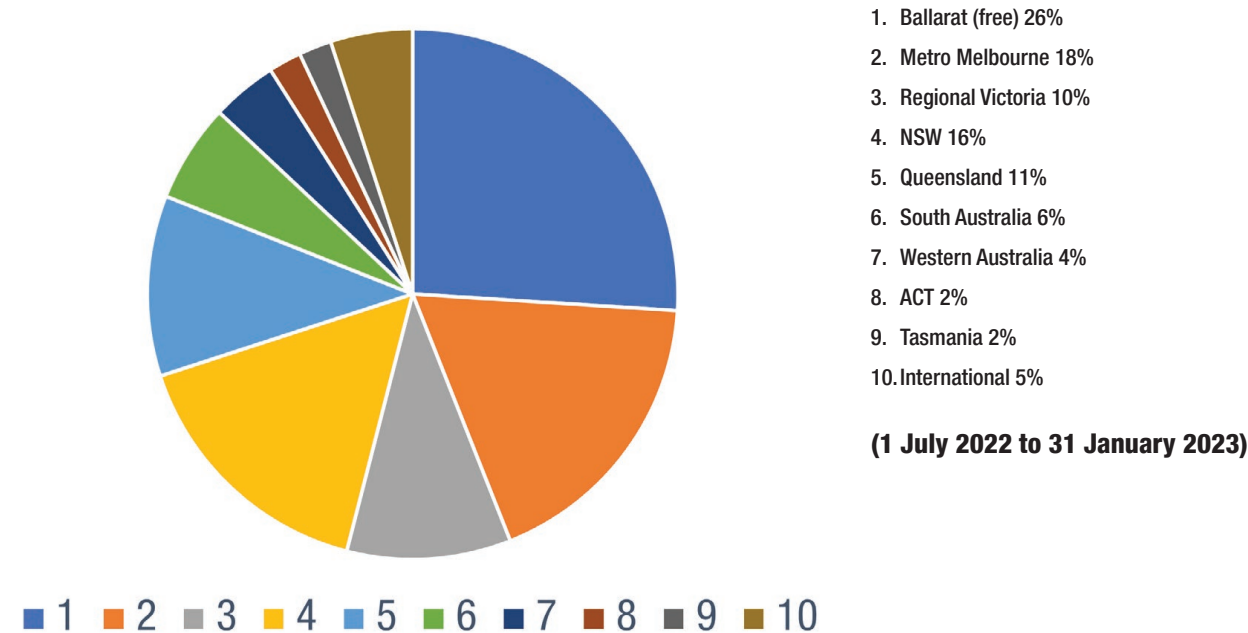
MUSEUM VISITATION BY PLACE OF ORIGIN 2019-20



Note: Total breakdown of Victorian visitation not available for 2018-19.



MUSEUM VISITATION BY PLACE OF ORIGIN 2022-23

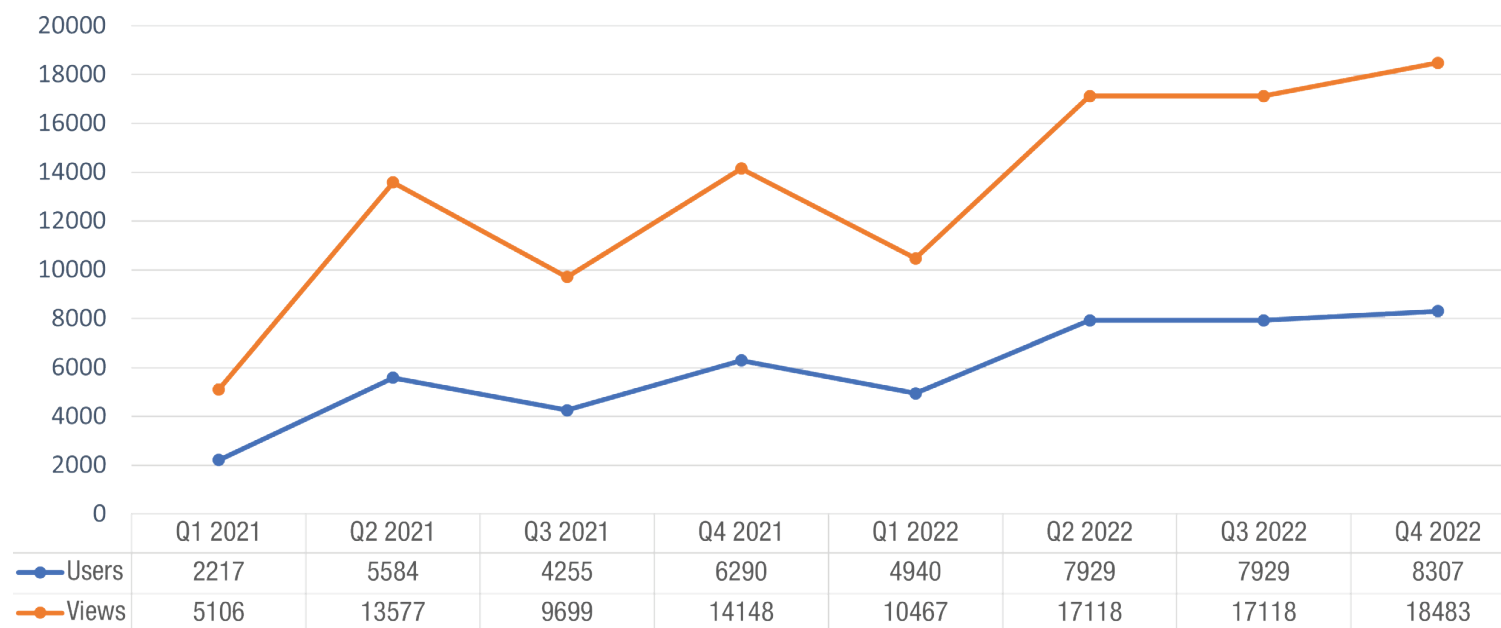


There is a notable increase in visitation from Queensland and a decrease in visitation from South Australia. This may be explained by greater freedom in travel post-lockdown inspiring domestic tourists to travel further afield.



ONLINE ENGAGEMENT STATISTICS

2021 & 2022 WEBSITE VISITATION (QUARTERLY)



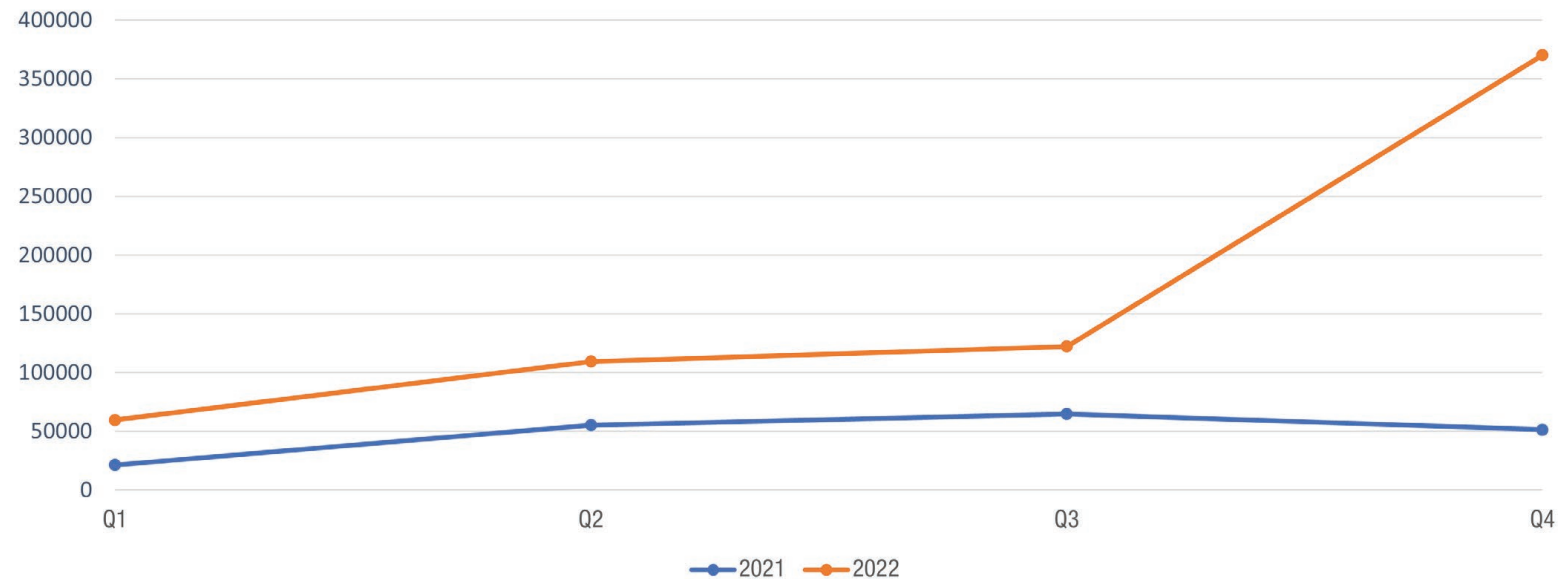
The Eureka Centre website was launched on 12 November 2020.

Website visitation has grown steadily, notwithstanding the uncertainty caused by COVID lockdowns.

Through the website, people can subscribe to the Eureka Centre's monthly newsletter. As of March 2023, there were 511 subscribers.



2021& 2022 FACEBOOK REACH COMPARISON (QUARTERLY)



As of March 2023, the Eureka Centre Facebook page had **2,528 followers** - 65.50% identify as women; 34.50% identify as men.

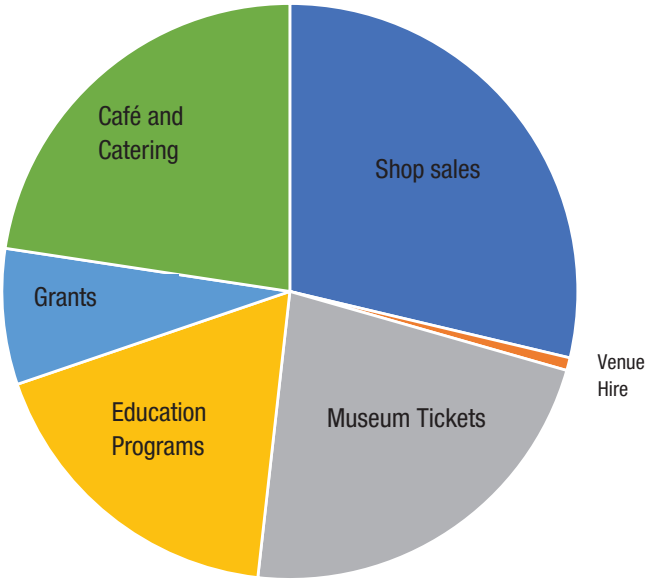
In the period of 15 February to 14 March 2023, the page had a post reach of **14,242** people and post engagement by **2,176** people.

From the beginning of 2021 to the third quarter of 2022, Eureka Centre's Facebook sustainably grew its views by **471%**. There was a further increase to **1631%** in the final quarter of 2022. Increased paid advertising for the Eureka commemorative program accounts for this growth.

Eureka Centre is active in developing content of interest beyond promoting its own events and services to cultivate goodwill, local community support and to attract future and ongoing visitation.



INCOME 2018-19



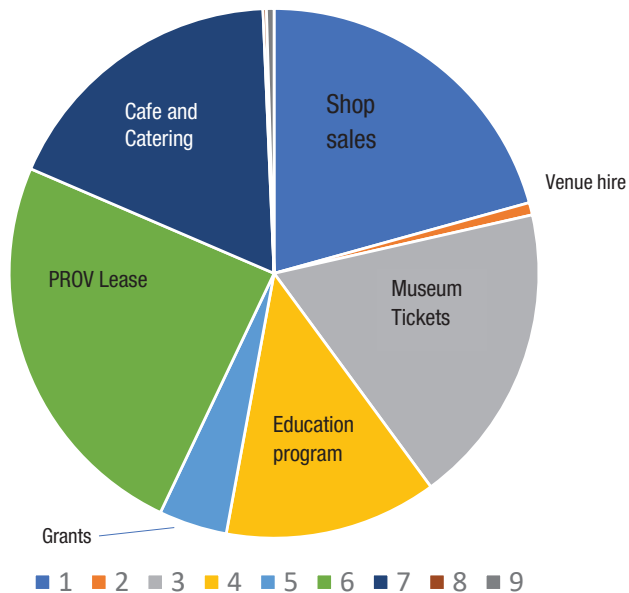
- 1. Shop sales \$87,000– 29%
- 2. Venue Hire \$2175 – 1%
- 4. Museum tickets \$67,745 – 22%
- 5. Education Program \$54,542 – 18%
- 6. Vic Gov Grant (Education) \$23,100 – 8%
- 7. Café sales \$68,503 – 22%

TOTAL \$303,065

Note: Café expenditure was \$166,960 (including staff) and Gift Shop expenditure (stock purchases) was \$43,517.



INCOME 2019-20



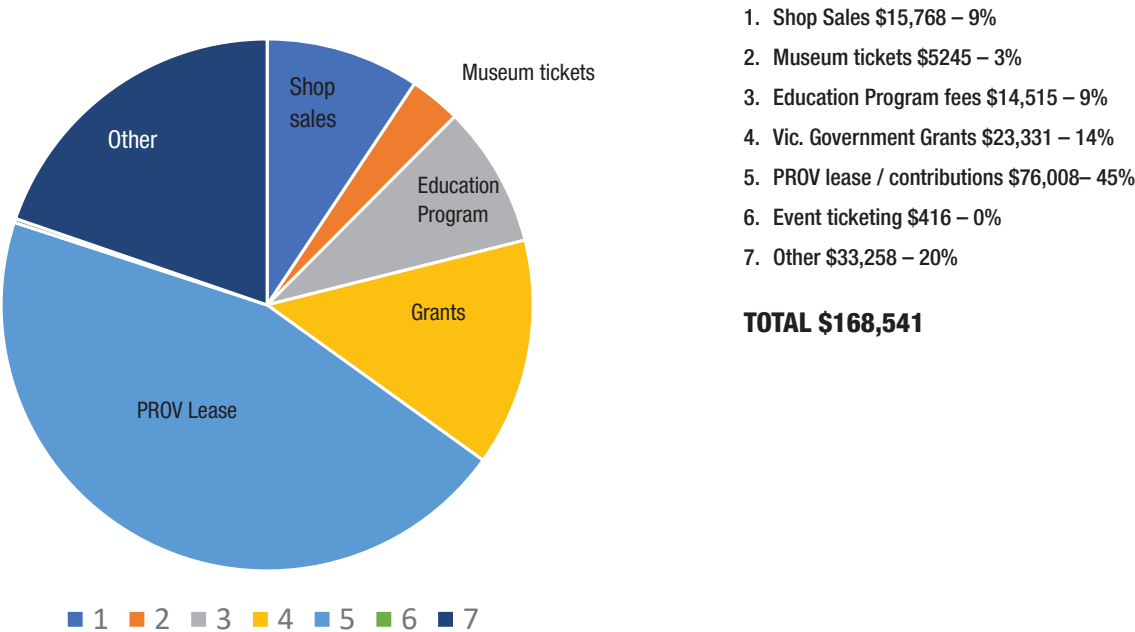
1. Shop sales \$63,106 – 21%
2. Venue Hire \$2302 – 1%
3. Museum tickets \$56,300 – 18%
4. Education Program \$39,563 – 13%
5. Vic Gov Grant (Education) \$12,705 – 4%
6. PROV lease / contribution \$74,379 – 24%
7. Café and catering \$54,485 – 18%
8. Ticketing \$645 – 0.3%
9. Other \$1404 – 0.7%

TOTAL \$304,899

Note: Income affected by closure on 30 March 2020 due to COVID-19.



INCOME 2020-21



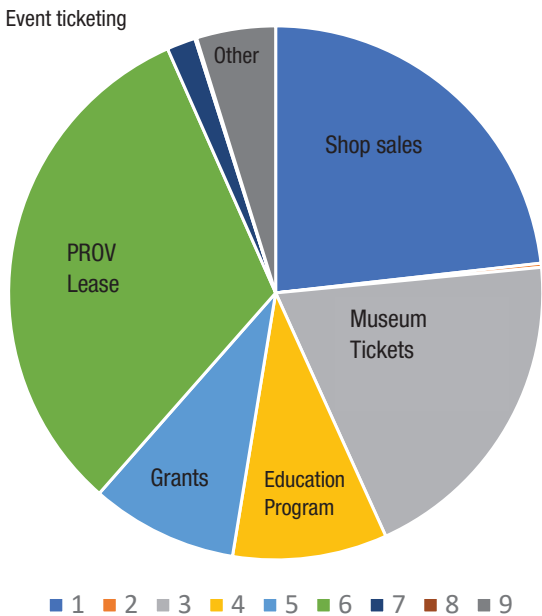
- 1. Shop Sales \$15,768 – 9%
- 2. Museum tickets \$5245 – 3%
- 3. Education Program fees \$14,515 – 9%
- 4. Vic. Government Grants \$23,331 – 14%
- 5. PROV lease / contributions \$76,008– 45%
- 6. Event ticketing \$416 – 0%
- 7. Other \$33,258 – 20%

TOTAL \$168,541

Note: Income affected by extensive periods of closure and density limits due to COVID-19.
Grants reduced due to COVID-19.



INCOME 2021-22



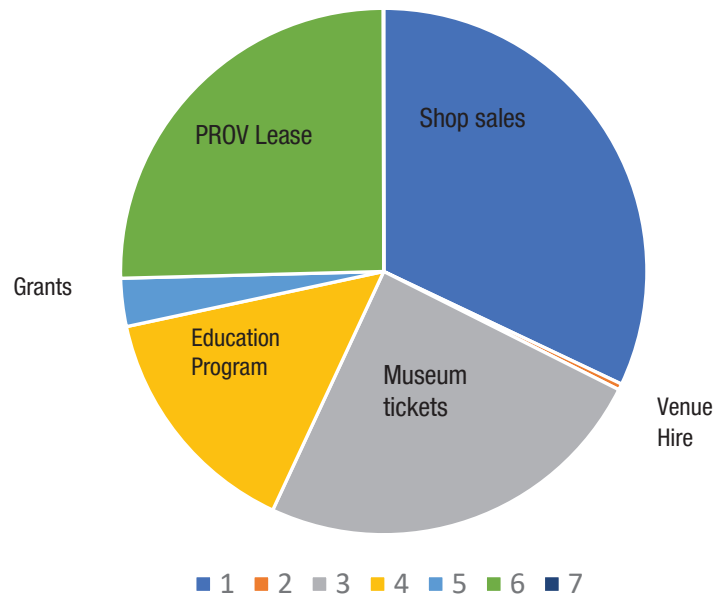
- 1. Shop Sales \$55,297 – 24%
- 2. Venue Hire \$595 – 0%
- 3. Museum tickets \$47,597– 20%
- 4. Education Program fees \$22,524 – 10%
- 5. Vic. Gov. Grant \$15,314 – 6%
- 6. PROV lease / contributions \$76,776 – 33%
- 7. Café/other income \$259 – 0%
- 8. Event ticketing \$4,188 – 2%
- 9. Other \$11,528 – 5%

TOTAL \$234,708

Note: Income affected by periods of closure and density limits due to COVID-19.



INCOME 2022-23 (until 28 February 2023)



1. Shop Sales \$75,952 – 32%
2. Venue Hire \$895 – 0%
3. Museum tickets \$58,111 – 25%
4. Education Program fees \$34,869 – 15%
5. Vic. Gov. Grants \$6,995 – 3%
6. PROV lease / contributions \$60,173 – 25%
7. Other \$66 – 0%

TOTAL \$237,061

Note: With four months to go in 2022-23, shop sales income increased compared to 2018-19 and is likely to exceed \$120,000 – a 37% increase. The shop is now focussed on Eureka products and the improved sales are evidence of the visitor appeal of the Eureka story.

Café rent is scheduled to commence in 2023 with full rent payable 2023-24. This will deliver annual income of \$14,300 (ex GST and 6% contribution to utilities).

Full year lease for PROV is \$75,790.



EUREKA CENTRE BALLARAT



9.4. HER MAJESTY'S THEATRE DELEGATED COMMITTEE REVISED MEMBERSHIP

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

PURPOSE

1. This report presents, for Council endorsement, the nominations of the Her Majesty's Theatre (HMT) Delegated Committee (the HMT Board) to assume the three vacant HMT Board positions.

BACKGROUND

2. The City of Ballarat has established Her Majesty's Theatre Board as a Delegated Committee pursuant to section 63 of the *Local Government Act 2020 (LGA)*. The Committee is established to provide advice on matters relating to the performing arts in Ballarat and the management of Her Majesty's Theatre.
3. Terms of Reference for the Board, which were authorised by resolution (R205/20) of Council passed on 12 August 2020, are included as an attachment.
4. The Board is established to provide Council advice:
 - Regarding the strategic direction of Her Majesty's Theatre;
 - On industry trends and focus within the performing arts; and
 - On setting the priorities for performing arts activity at Her Majesty's Theatre and at other venues that will enhance Ballarat as a place for the performing arts.
5. The Board has up to 12 members comprising:
 - Four (4) external, skills-based, community members,
 - Four (4) members nominated by the Royal South Street Society (RSSS),
 - One (1) User Group (local theatre) representative,
 - Three (3) City of Ballarat Councillors; appointed by the City of Ballarat*.

*Currently there are two (2) Councillor representatives on the Board.

KEY MATTERS

6. The HMT Board currently has two (2) vacant positions for the external skills-based community member role, and one (1) vacancy for the RSSS allocated Board position. This follows a current RSSS representative stepping down from the RSSS Board.

The following table indicates the current Board members and vacant positions, per representative cohort;

	Cohort	Name
1	Council Representative	Cr Daniel Moloney
2	Council Representative	Cr Samantha McIntosh
3	Council Representative	Vacant
4	external skills-based community members	Stephen Bigarelli
5	external skills-based community members	Bridget Aitchison
6	external skills-based community members	Vacant
7	external skills-based community members	Vacant
8	RSSS Representative	Peter Zala
9	RSSS Representative	Ron Harrington
10	RSSS Representative	Virginia Wise
11	RSSS Representative	Vacant
12	User Group Representative	Tim Gay

7. Identification of suitable candidates for the vacant skills-based community member roles was primarily through the professional networks of current Board members. In addition, the vacancies were actively promoted through Public Noticeboard, Council and Theatre websites and Arts Hub social platform.
8. To facilitate the recruitment process, three members of the HMT Board met and interviewed candidates. Interviews were conducted in a consistent manner to identify the following:
 - Competency and experience as a Board Member or senior executive in the public or private sector who understands the role and importance of boards
 - Previous track record of creating value for stakeholders
 - Experience against a required skill set
 - Ability to apply strategic thought processes to key issues
 - Preparedness to question, challenge and critique
 - Understanding of and commitment to the highest standards of governance
 - Proven leadership qualities
 - Ability to develop a clear vision for the theatre and monitor its implementation.
9. Following the interviews, a report was presented to the HMT Board for endorsement of the preferred applicants. Subsequently a motion was passed by the Board to present the following two preferred candidates to Council for adoption;
 - I. Kerry Watson AM
 - II. Coady Green
10. In a separate process, RSSS has nominated Andrea Brown as their delegate to assume the vacant HMT Board position representing RSSS.
11. On behalf of Council, the Board of Her Majesty's Theatre will write to each departing member, Scott Sherritt, Emma Blee, and Mary-Rose McLaren and thank them for their support. Since commencing on the HMT Board Scott, Emma, and Mary-Rose have been committed to the growth and development of not only the theatre but to the advancement of performing arts in Ballarat. Each has been a valuable member of the HMT Board, providing sound and well-reasoned advice and support.

OFFICER RECOMMENDATION

12. That Council:

- 12.1 Endorse the appointment of Kerry Watson AM to the Her Majesty's Theatre Board Delegated Committee in one of the four external skills-based community positions, to commence 25 May 2023 and conclude 24 May 2026,
- 12.2 Endorse the appointment of Coady Green to the Her Majesty's Theatre Board Delegated Committee in one of the four external skills-based community positions, to commence 25 May 2023 and conclude 24 May 2026, and
- 12.3 Endorse the appointment of Andrea Brown to the Her Majesty's Theatre Board Delegated Committee in one of the four Royal South Street Society representative positions, to commence 25 May 2023 and conclude 24 May 2026.

ATTACHMENTS

- 1. Governance Review [9.4.1 - 2 pages]
- 2. Her Majesty's Theatre Delegated Committee - TOR [9.4.2 - 6 pages]
- 3. C4 Instrument of Delegation to HMT [9.4.3 - 4 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the following Council plans and strategies;
 - a. Council Plan 2021 – 2025; Goal 5, A strong and innovative economy and city,
 - b. Ballarat Prosperity Framework
 - c. Creative City Strategy
 - d. Creative Precinct Masterplan
 - e. Events Strategy 2018 - 2028
 - f. Traveller Experience Plan
 - g. Visitor Economy Strategy
 - h. Health and Wellbeing Plan 2021-2031

COMMUNITY IMPACT

2. A fully staffed and functioning Her Majesty's Theatre Board will assist the effective running of the theatre, support the ongoing development of Ballarat's performing arts scene, and provide community benefit through the provision of performance arts experiences.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate or environmental implications with this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. There are no economic sustainability implications with this report.

FINANCIAL IMPLICATIONS

5. There are no direct financial implications with this report.
6. HMT is allocated an annual recurrent budget by Council and operates within that allocation. A fully staffed and functioning Her Majesty's Theatre Board will assist the financial management of the theatre

LEGAL AND RISK CONSIDERATIONS

7. The HMT Board has followed appropriate governance throughout the recruitment and interview process for the two Board vacancies and one Royal South Street representative vacancy, as evidenced by the process outlined in this report.
8. There are no legal or risk considerations with this report.

HUMAN RIGHTS CONSIDERATIONS

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

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COMMUNITY CONSULTATION AND ENGAGEMENT

10. The HMT Board actively advertised and promoted the Board vacancies via Public Notices and on City of Ballarat and HMT websites.

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

Her Majesty's Theatre Board Delegated Committee

Terms of Reference



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4.	Roles and Responsibility	4
5.	Delegation of Powers, Duties and Functions	4
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7.	Meetings.....	5
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9.	Creation and Dissolution	6



1. Background

- 1.1. By this Terms of Reference document, the Ballarat City Council (Council) establishes the Her Majesty's Theatre Board Delegated Committee (Committee) pursuant to section 63 of the *Local Government Act 2020* (LGA). The Committee is established to provide advice on matters relating to the performing arts in Ballarat and the management of Her Majesty's Theatre.
- 1.2. The members of a Delegated Committee have the powers, duties and functions of Council as set out in these Terms of Reference and the Instrument of Delegation. These Terms of Reference set out the structure and basis on which the Committee can make decisions for and on behalf of Council.
- 1.3. These Terms of Reference are authorised by a resolution (R205/20) of Council passed on 12 August 2020.

2. Purpose

The Committee is established for the purpose of providing advice to Council on:

- 2.1 the strategic direction regarding Her Majesty's Theatre;
- 2.2 industry trends and focus within the performing arts; and
- 2.3 setting the priorities for performing arts activities at Her Majesty's Theatre Ballarat and other venues that will enhance Ballarat as a place for the performing arts.

3. Objectives

The objectives of the Committee are:

- 3.1 Provide a critical link between Council, staff, the people of Ballarat, and the performing arts community;
- 3.2 Contribute advice from a skills-based perspective to ensure that Council's policies, strategies and programs are relevant to Her Majesty's Theatre and the performing arts;
- 3.3 Stimulate community dialogue and debate through raising contemporary issues with staff, patrons, users and consistent with all Council policies;
- 3.4 Advise on the development and implementation of a strategy for the Theatre that provides for a range of cultural experience that support Ballarat and district residents and stakeholders, including local theatre companies and Royal South Street Society;
- 3.5 Advise and advocate for the central importance of performing arts of the Ballarat community;
- 3.6 Provide advice and guidance around programming and events to ensure they are managed in a financially responsible manner; and



- 3.7 Support the City of Ballarat in its leadership role in the performing arts.

4. Roles and Responsibility

The role of the Committee is:

- 4.1 To exercise Council's powers and carry out Council's duties and functions, in accordance with these Terms of Reference and as permitted by the Instrument of Delegation, for Her Majesty's Ballarat;
- 4.2 Provide strategic guidance to Council and Council officers on the management of Her Majesty's Theatre;
- 4.3 Advise on the Theatre operations to enhance the delivery of a safe and welcoming environment for staff, users and patrons consistent with all Council Policies;
- 4.4 Advise on the development and implementation of a strategy for Her Majesty's Ballarat that provides for a range of cultural experiences that support Ballarat and district residents and stakeholders, including local theatre companies and the Royal South Street Society;
- 4.5 Provide advice and recommendation to Council on the development of strategies, policies and projects pertaining to Her Majesty's Theatre and the performing arts in Ballarat;
- 4.6 Promote the participation of Her Majesty's Theatre and the performing arts in the strategic planning and development of activities within Ballarat;
- 4.7 Review and advise on how Theatre operates in a financially responsible manner and delivers good value to stakeholders; and
- 4.8 Support the work of Council in developing partnerships with the wider community and government sector to promote and development the performing arts within Ballarat.

5. Delegation of Powers, Duties and Functions

- 5.1 In order to fulfil and carry out its purposes and objectives Council delegates to the members of the Delegated Committee, pursuant to section 11(1)(a) of the *Local Government Act 2020*, the powers, duties and functions set out in the Instrument of Delegation passed at Council on 22 July 2020 (R180/20) and attached to these Terms of Reference.
- 5.2 The powers, duties and functions of Council conferred on the Committee by these Terms of Reference and Instrument of Delegation must be exercised in accordance with any guidelines or policies that Council may from time to time adopt.
- 5.3 Committee members are at all times expected to act in accordance with their responsibilities set out in Council's Governance Rules and the Committee Policy.



6. Membership

- 6.1. The Committee will consist of 12 (Twelve) members comprising:
 - 6.3.1 Four (4) external skills-based community members, sought through publicly Invited Expressions of interest;
 - 6.3.2 Four (4) members nominated by the Royal South Street Society Inc;
 - 6.3.3 One (1) User Group representative nominated by consensus of local user groups; and
 - 6.3.4 Three (3) Councillors appointed by the City of Ballarat.
- 6.2. Council Officers who attend the meetings of the Committee are to provide advice and support to the Committee and are not considered Committee members and do not have voting rights.
- 6.3. Each member of the Committee has and may exercise one equal vote on any question before the Committee for determination.
- 6.4. Council will revise the membership and voting rights of each Committee member as it sees fit.
- 6.5. The Councillor appointed by the Council or the Mayor will be the Chairperson of the Committee in accordance with section 63(2)(a) of the *Local Government Act 2020*.
- 6.6. If the Chairperson is absent from a Committee meeting, the Committee will select a temporary Chairperson to chair the Committee meeting.
- 6.7. All of the Committee members must submit primary and ordinary returns to Council in accordance with section 81 of the *Local Government Act 1989*.
- 6.8. Membership is for a three (3) year period, Board members have an option to reapply to the Board for a further 3-year term with the approval of Council with a limitation of 2 consecutive terms, with the exception of the Royal South Street Society CEO who may serve additional terms.
- 6.9. Terms of membership will expire in December on a triennial basis.

7. Meetings

- 7.1. Unless Council resolves otherwise, Committee meetings must be conducted in accordance with:
 - 7.1.1 Council's Governance Rules;
 - 7.1.2 section 61 *Local Government Act 2020*; and
 - 7.1.3 the Committee's discretion, as exercised from time to time.
- 7.2. The Committee will meet at least six (6) times per year or as agreed by the Board from time to time.
- 7.3. A quorum of the Committee will be half of the members plus one.



- 7.4 Voting will be by a majority of votes by a show of hands. Only members in attendance are entitled to vote. The Chairperson shall have the casting vote in the event of an equality of votes.

8. Reporting

- 8.1. The Committee is responsible for taking proper minutes of all meetings and preparing reports for the Committee's consideration in accordance with:
- 8.1.1 Council's Governance Rules;
 - 8.1.2 the Committee's discretion, as exercised from time to time;
 - 8.1.3 Minutes of Committee meetings must be forwarded to the Statutory Compliance Unit immediately after adoption by the Committee.

9. Creation and Dissolution

- 9.1 By these Terms of Reference, the:
- 9.1.1 Committee is established; and
 - 9.1.2 powers, duties and functions of the Committee members, as set out in the Instrument of Delegation, are delegated.
- 9.2 These Terms of Reference and the Instrument of Delegation:
- 9.2.1 come into force immediately when the resolution of Council adopting them is made; and
 - 9.2.2 remain in force until Council determines to vary or revoke it.
- 9.3 The Committee must be dissolved by a resolution of Council.
- 9.4 These terms of reference will be reviewed as required.

Dated: 12 August 2020.

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C4 Instrument of Delegation (Delegated Committees)

Ballarat City Council

Instrument of Delegation

**Her Majesty's Theatre Board
Delegated Committee**

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Instrument of Delegation

Ballarat City Council (**Council**) delegates to each person who is from time to time appointed as a member of the Delegated Committee established by resolution of Council passed on 24 March 2021 and known as the *Her Majesty's Theatre Board Delegated Committee* (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution (R60/21) of Council passed on 24 March 2021;
2. a delegate can only exercise the delegations contained in this Instrument of Delegation while acting as a member of the Committee at a meeting of the Committee;
3. the delegation:
 - 3.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 3.2 remains in force until Council resolves to vary or revoke it; and
 - 3.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and
4. all members of the Delegated Committee will have voting rights on the Delegated Committee.
 - 4.1 Council Officers who attend the meetings of the Committee are to provide advice and support the Committee and are not classed as Committee members.

Date: 24 March 2021

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

)
)
)

Mayor/Councillor

Chief Executive Officer



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SCHEDULE

Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the management of the Her Majesty's Theatre Board Delegated Committee, and for those purposes:

Her Majesty's Theatre Board Delegated Committee has been established by Council to provide industry advice regarding the Her Majesty's Theatre and on priorities for performing arts and activities that will enhance the role of Ballarat as a place for performing arts. The Board also makes recommendations to Council for funding projects through the Arts Grants program.

1. to function in accordance with the Council Terms of Reference;
2. to provide advice and recommendations to Council on the development of strategies, policies and projects pertaining to Her Majesty's Theatre and the performing arts in Ballarat;
3. to promote the participation of Her Majesty's Theatre and the performing arts in strategic planning and development activities within the municipality;
4. to support the City of Ballarat in its leadership role in the performing arts;
5. to support the work of the Council, in particular Her Majesty's Theatre and the performing arts in developing partnerships with the wider community and government sector to promote and develop the performing arts in the municipality;
6. to make recommendations regarding the expenditure of grant monies and contracts undertaken to further Her Majesty's Theatre and the performing arts activities in the municipality; and
7. to do all things necessary or convenient to be done for or in connection with the performance of those functions, duties and powers.

Exceptions, conditions and limitations

The members of the Delegated Committee are not authorised by this Instrument to:

1. enter into contracts, or incur expenditure, for an amount and;
2. exercise the powers which, under section 11(2) of the *Local Government Act 2020*, cannot be delegated.

9.5. GOVERNANCE POLICY REVIEW

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

PURPOSE

1. The purpose of the report is for Council to adopt the following updated policies:
 - Committee Policy;
 - Recognition of Ballarat's Paralympians Policy; and
 - Recognition of Ballarat's Olympians Policy.

BACKGROUND

2. To ensure compliance and continuous improvement, the policies have been reviewed as part of a rolling program of policy review.

KEY MATTERS

3. The Recognition of Ballarat's Paralympians Policy has been reviewed and the following changes have been made:
 - Updated into Council's new policy template;
 - Deleted the definition of 'paralympic';
 - Reflects the Local Government Act 2020; and
 - Reflects Gender Equality Act 2020.
4. The Recognition of Ballarat's Olympians Policy has been reviewed and the following changes have been made:
 - Updated into Council's new policy template;
 - Deleted section around athlete's gender;
 - Reflects the Local Government Act 2020; and
 - Reflects Gender Equality Act 2020.
5. The Committee Policy was adopted by Council on 28 July 2021 and is due for review and the following changes have been made:
 - Removed sections relating to the Local Government Act 1989;
 - Removed reference to the Local Government (General) Regulations 2015;
 - Included the General Equality Act 2020;
 - Updated the Risk and Compliance team to Governance and Risk; and
 - Removed reference to signing and sealing of delegations.

OFFICER RECOMMENDATION

6. That Council:

6.1 Adopt the following attached policies:

- Recognition of Ballarat's Olympians Policy
- Recognition of Ballarat's Paralympians Policy
- Committee Policy

6.2 Rescind the following policies:

- Recognition of Ballarat's Olympians adopted by Council on 26 May 2010 (R135/10)
- Recognition of Ballarat's Paralympians adopted by Council on 26 May 2010 (R135/10)
- Committee Policy adopted by Council on 28 July 2021 (R148/21)

ATTACHMENTS

1. Governance Review [9.5.1 - 1 page]
2. Recognition of Ballarats Paralympians Policy [9.5.2 - 3 pages]
3. Recognition of Ballarats Olympians Policy [9.5.3 - 5 pages]
4. Committee Policy [9.5.4 - 11 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Accurate and up to date policies are a statutory requirement of Council to ensure compliance and continuous improvement achieved through regular review.

COMMUNITY IMPACT

2. In accordance with the community engagement and public transparency principles, Council is required to make available certain documents such as policies on Council's website.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

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

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. No community consultation and engagement are required for the subject of this report.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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RECOGNITION OF BALLARAT'S PARALYMPIANS

1.0 Purpose

This policy intends to specify how Ballarat's Paralympians can be recognised at Lake Wendouree in proximity to the Ballarat Olympic Precinct. It provides protocols for recognising Ballarat's Paralympians in the lead up to, during and after each Paralympic Games.

The objectives are:

- To provide protocols for establishing a dedicated section of the "Isthmus" Ballarat's Sports Walk for recognition of Ballarat's Paralympians.
- To define the site of Lake Wendouree's Paralympians recognition.
- To provide the protocols for additions of Paralympic Athletes individual recognition to the Ballarat Sports Walk.
- To provide protocols for Council to conduct Civic Celebrations for Ballarat's Paralympians.

2.0 Scope

Council wishes to promote awareness and recognition of Ballarat's Paralympians that have represented Australia in an area linked by a path to the Olympic Precinct.

3.0 Policy Statement

3.1 Use of the Paralympic Logo

Council must ensure permission is granted by the Australian Paralympic Committee and or the International Paralympic Committee for the use of the logo and to ensure it is appropriately reproduced on signage / plaques.

3.2 Protocol for Additions of Paralympic Athletes to the Ballarat Sports Walk

Council staff are required to:

- Follow criteria set out in section 4.3 under definitions – Ballarat Paralympians.
- Liaise with the Australian Paralympic Committee to determine which athletes are to be represented. This should be completed in the month prior to each Paralympic Games to assess who has the potential to be represented at the Ballarat Sports Walk.
- At the conclusion of the Paralympic Games verify the potential new Ballarat Paralympians are eligible for representation at the Ballarat Sports Walk, by confirming that they have actually represented Australia at the Paralympic Games.
- Notify eligible athletes within one month of the completion of the Paralympic Games of their entitlement to be recognised and invite athletes to have their plaque displayed at the Ballarat Sports Walk.
- Set a date and send invitations to a placement ceremony at the Ballarat Sports Walk for the plaques to be unveiled. The following parties are to be invited:
 - All Ballarat Paralympians
 - Australian Paralympic Committee
 - Councillors and Council's guests
 - Media



3.3 Protocols for Plaque Inscriptions and placement at the Ballarat Sports Walk

- Plaques are to bear the first name and surname, year of the games in which they competed, the sport in which they competed, and any medals obtained.
- Plaques will be placed in order of first year of representation.
- Where an athlete competes in multiple games, the inscriptions are to be added to a single plaque with years, sports and medals. (This may require remanufacture of initial plaques).

4.0 Supporting documents and references

4.1 Legislation

[Local Government Act 2020](#)

[Charter of Human Rights and Responsibilities Act 2006](#)

[Gender Equality Act 2020](#)

4.2 Associated Documents

[Lake Wendouree Master Plan](#)

4.3 Definitions

Paralympic Games	The international games and winter games auspiced by the International Paralympic Committee, which are held at the same location as the Olympic Games.
Paralympian	An athlete who is selected and attends a Paralympic Games to represent their country.
Paralympic Logo	The International Paralympic Committee (IPC) has produced a logo consisting of 3 elements in red, blue and green, which was approved in 2019. It can be viewed on the IPC website www.paralympic.org
Ballarat Paralympians	To be eligible to be considered a “Ballarat Paralympians” the following criteria must apply: <ol style="list-style-type: none"> Must be a Paralympian under the definition above. Has been born within the boundaries of the City of Ballarat as established from time to time. Has been nurtured in the sport in Ballarat for a significant number of years prior to achieving paralympic athlete representation. If not compliant with conditions (b) and (c) has resided continuously in Ballarat for a period of 4 years while qualifying as a Paralympian.
The Ballarat Sports Walk	Is defined as the area of Lake Wendouree Foreshore Reserve at the southwest end of the rowing course that comprises the path from the Moneghetti Track to the end of the Isthmus. The Ballarat Sports Walk comprises a constructed bevelled kerb edge to the path upon which plaques are installed to recognise individual sports people. The site is indicated in yellow.

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5.0 Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

Executive Manager Governance and Risk.

7.0 Authorisation

Adopted by Ballarat City Council on XX.



RECOGNITION OF BALLARAT'S OLYMPIANS

1.0 Purpose

This policy intends to specify how the content of the Olympic Precinct at Lake Wendouree is to be managed by Council and protocols for recognising Ballarat's Olympians in the lead up to, during and after each summer and winter Olympic Games.

The objectives are:

- To provide protocols for any changes or upgrades to the Ballarat Olympic Precinct at Lake Wendouree.
- To define the site and extent of the Ballarat Olympic Precinct at Lake Wendouree.
- To provide the protocols for additions of the Olympic Athletes individual recognition to the Ballarat Olympic Precinct.
- To provide protocols for Council to conduct Civic Celebrations for Ballarat's Olympians.
- To provide protocols for the display for the Olympic memorabilia at Ballarat Town Hall.
- To protect the unique design elements of the Ballarat Olympic precinct.
- To provide secure storage of athlete's hand and foot casting moulds.

2.0 Scope

Council recognised the need to maintain the integrity of the Ballarat Olympic Precinct at Lake Wendouree by the appropriate maintenance and management of its content to ensure it recognises the rights of the Australian Olympic Committee to control the use of specific wording, terminology, and symbols, while acknowledging the history of the site and achievements of Ballarat's Olympic Athletes that have represented Australia at Olympic Games.

3.0 Policy Statement

3.1 Protocols for any Proposed Changes or Upgrades to the Ballarat Olympic Precinct

Council will inform the elected representative of the Ballarat Olympians of any proposed changes or upgrades to the Ballarat Olympic Precinct. The Ballarat Olympians are to be informed in advance of any planned works so that there is opportunity to consider any recommended amendments prior to the proposed changes/upgrades.

Any Changes or additions of the Olympic symbols would require Victorian Olympic Council (VOC) and Australian Olympic Committee (AOC) approval.

3.2 Protocol for Additions of Olympic Athletes to the Ballarat Olympic Precinct

Council staff in consultation with the elected representatives of the Ballarat Olympians are to:

- a. Follow criteria set out in section 4.3 under definitions – Ballarat Olympians to determine which athletes are to be represented. This should be done in the month prior to each Olympic Games to assess new Olympians selected in the Australian Olympic Team, who has the potential to be represented at the Olympic Precinct.
- b. At the conclusion of the Olympic Games verify the potential new Ballarat Olympians are eligible for representation at the Olympic Precinct, by confirming that they have actually represented Australia at the Olympic Games.



- c. Notify eligible athletes within one month of the completion of the Olympic Games of their entitlement to be recognised and invite athletes to have their name and hand or foot imprints displayed at the Olympic Precinct.
- d. Set a date for the group to have clay imprint castings of their hands or feet. This represents a significant media opportunity, preferably for all returning Ballarat Olympians.
- e. Athletes have a choice of hand or foot imprints being displayed as bronze castings. Track and field athletes are encouraged to select a footprint.
- f. Set a date and send invitations to a placement ceremony at the Ballarat Olympic Precinct for the new bronze castings and pathways to be unveiled. The following parties are to be invited:
 - All Ballarat Olympians
 - Victorian Olympic Council
 - Australian Olympic Committee
 - Councillors and Council's guests
 - Media

3.3 Protocols for Olympians Inscriptions and Cast imprints at the Ballarat Olympic Precinct

- a. All recorded competitors of the 1956 Olympic Rowing, Canoeing and Kayaking Events have been engraved in a stainless steel plaque which is displayed on the Olympic Rings monument.
- b. All eligible Ballarat Olympians will have their names, sport and year(s) of representation inscribed in the polished granite pavement sections.
- c. There are currently 5 columns constructed to carry bronze foot and hand imprints. Design provision for a sixth is included in the design drawings / specifications.
- d. Each of the 5 columns has the following significance with Olympians
 - Column 1 1956 and Courage
 - Column 2 Friendship and Spirit
 - Column 3 Rowing and Believe
 - Column 4 Canoeing and Aspire
 - Column 5 Kayaking and Strive
- e. When positioning the bronze imprints, the following rules need to be considered:
 - The athletes Olympic sport or year will determine:
 - All 1956 athlete's imprints must go on Column 1
 - All Rowing athlete's imprints must go on Column 3
 - All Canoeing athlete's imprints must go on Column 4
 - All Kayaking athletes must go on Column 5
 - Where possible place foot imprints at the base of the column (as imprints are larger)



3.4 Protocols for the Storage and Display of Other Olympic Memorabilia

Council has in its possession the following Olympic Memorabilia provided by the Australian Olympic Committee, Ballarat Olympians and donors:

- 1956 Olympic Torch
- 1956 small torch statue
- 2000 Olympic Torch
- 2000 Olympic Cauldron
- 50th Anniversary Rowing Oar Blades signed by Olympians
- 50th Anniversary AOC Statue
- 50th Anniversary Poster
- 1956 Olympic Games Programs and Newspapers
- 1956 Olympic Games Poster
- A mounted and framed 1956 Olympic Games Flag
- Framed 2008 Ballarat Olympians Pages

Council's Olympic Memorabilia is to be stored in a secure and prominent location with the collection being held in the one location. Currently the location has been determined to be the Town Hall Display Area between the lift well and stairs. There is to be a register maintained listing Olympic items of significance.

3.5 Protocols for the Protection of the Design Elements of the Ballarat Olympic Precinct

Council is to protect unique quality and design elements of the Olympic Precinct site by ensuring no duplication of hand and foot castings or its concept outside the Precinct at other Council managed sites.

4.0 Supporting documents and references

4.1 Legislation

[Local Government Act 2020](#)

[Charter of Human Rights and Responsibilities Act 2006](#)

[Gender Equality Act 2020](#)

4.2 Associated Documents

Lake Wendouree Master Plan

4.3 Definitions

Olympians	<i>Is defined by the Australian Olympic Committee's Olympians Club constitution as any athlete who attended as an Olympic team member for any summer or winter Olympic Games of the NOC of any country affiliated to the IOC since the inception of the modern Olympic Games. This requires the athlete to be selected and to complete accreditation at the Games to be eligible.</i>
Ballarat Olympians	<i>A collective of Olympians who are represented at the Olympic Precinct who have an ongoing interest in the management of the content of the Olympic Precinct, storage and display of local Olympic memorabilia, Olympic athlete's original hand and foot casting moulds and the social interaction and support between local Olympians. Current contacts are Ray Borner Steve Moneghetti</i>

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and Peter Blackburn. To be eligible to be considered a “Ballarat Olympian” the following criteria must apply:

- a. Must be an Olympian under the definition above
- b. Has been born within the boundaries of the City of Ballarat as established from time to time
- c. Has been nurtured in the sport in Ballarat for a significant number of years prior to achieving Olympic Athlete representation, his or her qualification as a Ballarat Olympian may be considered, paying due weight to the expert opinions of that person’s sporting peers and Olympians, providing those opinions have been recorded and authenticated. The decision will be made by the representative body of Ballarat Olympians and the City of Ballarat.

The Ballarat Olympic Precinct

Is defined as the area of Lake Wendouree Foreshore Reserve at the south west end of the rowing course that is bounded by the Moneghetti Track, cycle safety lane, weed cutting access track and access track to the isthmus as shown in the aerial photograph below bounded in yellow.



5.0 Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

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6.0 Policy owner

Executive Manager Governance and Risk.

7.0 Authorisation

Adopted by Ballarat City Council on XX.



COMMITTEE POLICY

1.0 Purpose

This Policy is intended to provide a consistent basis for the establishment and operation of Council Committees and provide:

- Support and direction in the formation of Committees and distinction between the roles and responsibilities of different Committees
- Council with an opportunity to monitor the performance and relevance of all Committees against the Council Plan, the documented Terms of Reference and objectives of each Committee to ensure that Committees do not operate in perpetuity beyond achieving their purpose.

This Policy intends to promote a collaborative environment with Council and the community; and it is expected that all members will contribute to the Committee on equal terms, openly, honestly and without fear of discrimination.

2.0 Scope

In accordance with Section 63 of the *Local Government Act 2020* (the Act), Council may establish Delegated Committees to provide forums for the community to engage with Council, present views and support Ballarat City Council on issues relevant to Council activities.

In accordance with Section 65 of the Act, Council may establish a Community Asset Committee for the purpose of managing a community asset in the municipal district.

Councillors, Delegated Committee members, Community Asset Committee members, Advisory Committee members, Stakeholder Reference Group members and Council Officers are to comply with this policy to meet legislative requirements.

3.0 Policy Statement

3.1 Delegated Committees

In accordance with section 63 of the Act, Council may establish one or more Delegated Committees. Council defines the purpose and membership of a Delegated Committee as a formally appointed Committee established under section 63 of the Act. The Council may formally delegate decision-making powers and responsibility to Delegated Committee members through an Instrument of Delegation. This Instrument spells out the Committee members' roles and enables them to exercise functions and powers of Council, within certain constraints.



3.1.1 Terms of Reference

A standard Terms of Reference template creates a common ground for all Committees. The Terms of Reference will provide a framework within which the Committee operates. A template is available from the Governance and Risk team. The Terms of Reference for a Delegated Committee must:

- Be presented to Council for consideration and adoption;
- Include a clear statement of purpose and the Committee's objectives. Objectives should be supported by measurable outcomes that are reported to Council;
- Be reviewed by the Committee as it sees fit. Any proposed changes to the Terms of Reference resulting from a review must be agreed on by the Committee and be presented to the Council for formal approval; and
- Be available on the Council's website and electronic document management system.

The Terms of Reference are subject to Council resolution and are not effective until approval through a resolution has been received.

3.1.2 Membership, Period of Membership and Method of Appointment

As per Council's Governance Rules, Councillors are appointed to Delegated Committees annually. Council Officers are appointed to Committees at the discretion of the Chief Executive Officer.

A Delegated Committee may comprise solely of Councillors, Officers or other persons; or a combination thereof. The most appropriate mix of membership for each Delegated Committee will be determined by the Council at the formation of the Delegated Committee.

Council may appoint or remove members of the Delegated Committees at any time pursuant to section 63(1)(b) of the Act and in accordance with the Terms of Reference. Membership changes need to be adopted by Council.

Council Officers are there to provide advice and support to the Committee where required.

Delegated Committee members are obliged to lodge Biannual Personal Interest Returns that disclose personal information that may give rise to Conflicts of Interest in certain circumstances to ensure compliance with section 133 and 134 of the 2020 Act.

3.1.3 Delegated Authority and Decision Making

The formal Instrument of Delegation provides Delegated Committee members with the delegated authority to make decisions as if it were Council. The Instrument of Delegation will define the Delegated Committee's Terms of Reference/purpose. A decision of a Delegated Committee which does not relate to a matter delegated to that Delegated Committee cannot be given effect until formally approved by the Council.



3.1.4 Production of Agendas and Minutes

In accordance with Council's Governance Rules, an agenda must be prepared and distributed at least two business days prior to each meeting of the Delegated Committee. The agenda serves to list the matters to be discussed at the meeting in order to keep the discussion focused and to assist with time management of the meeting. The agenda should address meeting formalities such as:

- Time, date, location and meeting name;
- Attendees and apologies;
- Declaration of Conflicts of Interests;
- Acceptance of minutes from the previous meeting;
- Note of actions from previous meeting;
- Reports (special projects, correspondence, etc.);
- Matters arising not on the agenda;
- Action items from this meeting;
- General Business;
- Date of next meeting and
- Time meeting closed

The Chairperson must prepare and circulate the minutes of all meetings and forward to the Committee members within 14 days of holding the meeting. The minutes of the Delegated Committee must:

- a) Contain details of the proceedings and resolutions made;
- b) Be clearly expressed;
- c) Be self-explanatory;
- d) In relation to resolutions recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision-making process; and
- e) Resolutions made at the meeting must clearly state the intention and effect of the resolution.

The Chairperson must arrange for minutes of each meeting to be kept. The Chairperson must submit the minutes of a Committee meeting to the next meeting of the Committee for confirmation and adoption. On adoption, the Chairperson at the meeting must sign the minutes and certify that they have been confirmed.

In addition, the minutes must be provided to the Governance team by post, email or by hand to:

City of Ballarat – Governance
Governance@ballarat.vic.gov.au
PO Box 655
Ballarat, Vic 3353

Agendas and minutes are to be lodged in and made available on Council's electronic document management system and will be placed on Council's website unless details of the decisions are confidential.



3.1.5 Dissolution

Delegated Committees may at any meeting agree to disband and return its responsibilities to Council. In this instance, Council requires immediate notification in writing of the Committee's intention before dissolution. Alternatively, if the Delegated Committee does not fulfil its obligations, Council may disband the Delegated Committee. In either case, the Chairperson is obliged to make the following arrangements within one month of disbanding:

- The Delegated Committee bank account must be closed, and the balance immediately forwarded to Council; and
- All keys to buildings must be returned to Council.

Dissolution requires a formal resolution of Council. In order for this to occur the Committee must pass a resolution to disband or change its status from a Delegated Committee to an Advisory Committee of Council. The Governance Team will be able to provide assistance and the following is required:

- Recommendation to endorse that the Delegated Committee disband or change its status from a Section 63 Delegated Committee to an Advisory Committee;
- Recommendation to revoke the Instrument of Delegation; and
- If changing status, recommendation to endorse the Advisory Committee Terms of Reference.

3.1.6 Council Expenses

In accordance with section 41 of the Act, Council must reimburse out of pocket expenses for Councillors and members of Delegated Committees.

3.1.7 Indemnity Provision

In accordance with section 43 of the Act, Council must indemnify and keep indemnified each Councillor, member of a Delegated Committee and member of a Community Asset Committee against all actions or claims whether arising during or after their term of office in respect of anything necessarily done or reasonably done or omitted to be done in good faith:

- In the performance of a duty or function or the exercise of power under this Act, the regulations or a Local Law or any other Act; or
- In the reasonable belief that the act or omission was in the performance of a duty or a function or the exercise of a power under the Act, the regulations or a Local Law or any other Act.

3.2 Community Asset Committees

The main function of a Community Asset Committee is to assist the Council in managing a community asset in the municipal district. A Community Asset Committee lifespan should be aligned with and be focused on the Council Plan and Strategy. The Chief Executive Officer may by Instrument of Delegation delegate any power, duty or function of the Council that has been delegated to the Chief Executive Officer to members of the Community Asset Committee.



3.2.1 Terms of Reference

A standard Terms of Reference template creates a common ground for all Committees. The Terms of Reference will provide a framework within which the Committee operates. A template is available from the Governance and Risk team. The Terms of Reference for a Community Asset Committee must:

- Include a clear statement of purpose and the Committee's objectives. Objectives should be supported by measurable outcomes that are reported to the Council;
- Be reviewed by the Committee as seen fit. Any proposed changes to the Terms of Reference resulting from a review must be agreed on by the Committee and be presented to the Council for formal approval; and
- Be available on the Council's website and electronic document management system.

The Terms of Reference are subject to Council resolution and are not effective until approval through a resolution has been received.

3.2.2 Membership, Period of Membership and Appointment

In accordance with section 65(1) of the Act, Committee members are appointed by Council. Council Officers are appointed to Committees at the discretion of the Chief Executive Officer. The Chief Executive Officer may formally delegate decision-making powers and responsibility to Community Asset Committee members through an Instrument of Delegation. This Instrument spells out the Committee member's roles and enables them to exercise functions and powers of Council, within certain constraints.

All appointments to Community Asset Committees are subject to Council resolution and are not effective until that endorsement has been resolved.

Council may appoint or remove members in accordance with the Terms of Reference.

Council Officers are there to provide advice and support to the Committee where necessary and have no voting rights.

3.2.3 Delegated Authority and Decision-Making Powers

Community Asset Committee members have delegations from the Chief Executive Officer in accordance with section 47(1) of the Act. To comply with section 47(4) of the Act the delegation to the members of a Community Asset Committee is subject to the terms and conditions specified by the Chief Executive Officer, which must include the following:

- The specified limit on any financial delegation and the specified purpose for which the financial delegation may be used;
- Compliance with specified governance requirements to ensure appropriate standards of probity are met; and
- Specified monitoring and reporting of the activities and performance of the Community Asset Committee.



3.2.4 Production of Agendas and Minutes

Agendas and minutes must be prepared for each meeting of a Community Asset Committee. The agenda must be provided to members of the Committee at least two days before the time fixed for the holding of the meeting.

The Chairperson must arrange for minutes of each meeting to be kept. The minutes of a meeting of a Community Asset Committee must:

- Contain details of the proceedings and resolutions made;
- Be clearly expressed;
- Be self-explanatory; and
- In relation to resolutions recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision-making process.

Minutes must be approved by the Chairperson before being published or distributed and then formally endorsed at a subsequent meeting.

The minutes, once adopted at the next meeting are to be submitted to Council via the Governance team by post, email or by hand to:

City of Ballarat – Governance
Governance@ballarat.vic.gov.au
PO Box 655
Ballarat, Vic 3353

The Chief Executive Officer must submit an annual report in relation to the activities and the performance of the established Community Asset Committees.

3.2.5 Dissolution

Community Asset Committees may at any meeting agree to disband. In this event, Council requires immediate notification in writing of the Committee's intention before dissolution. Alternatively, if Council is in the view that the Community Asset Committee is no longer required, Council may disband the Community Asset Committee.

Dissolution requires a formal resolution of Council. The Governance Team will be able to provide assistance and the following is required:

- A record of the meeting disbanding needs to be forwarded to governance@ballarat.vic.gov.au;
- A Council report recommendation to endorse that the Community Asset Committee disband;
- A recommendation to revoke the Terms of Reference; and
- The Instrument of Delegation from the CEO would need to be revoked by the CEO.



3.3 Advisory Committees

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

These Committees are usually comprised of community members and Councillors, and may sometimes include representatives of community organisations. These Committees are essential forums to provide input to the development of Council policy and decision making in their areas of focus. Advisory Committees no longer have any formal recognition or legislative requirements under the *Local Government Act 2020*.

3.3.1 Terms of Reference

A standard Terms of Reference template creates a common ground for all Committees. The Terms of Reference will provide a framework within which the Committee operates. A template is available from the Governance and Risk team. The Terms of Reference for an Advisory Committee must:

- Be presented to Council for consideration and adoption;
- Include a clear statement of purpose and the Committee's objectives. Objectives should be supported by measurable outcomes that are reported to Council; and
- Be reviewed by the Committee as it sees fit. Any proposed changes to the Terms of Reference resulting from a review must be agreed on by the Committee and be presented to the Council for formal approval; and
- Be available on the Council's website and electronic record system.

The Terms of Reference are subject to Council resolution and are not effective until approval through a resolution has been received.

3.3.2 Membership, Period of Membership and Appointment

As per Council's Governance Rules, Councillors are appointed to Advisory Committees annually. Council Officers are appointed to committees at the discretion of the Chief Executive Officer.

Advisory Committee members are appointed as per the Terms of Reference. All Advisory Committees established by Council will sunset on 30 June following each Council election, unless they have been re-established within the new Council Term in accordance with section 8.1.1(g) of Council's Governance Rules.

All appointments to Advisory Committees are subject to Council resolution and are not effective until that endorsement is given by a resolution of Council.

3.3.3 Delegated Authority and Decision-Making Powers

Advisory Committees act in an advisory capacity only and have no delegated authority to make decisions. Advisory Committees provide advice to the Council to assist them in their decision making.



3.3.4 Production of Agendas and Minutes

Agendas and minutes must be prepared for each meeting of an Advisory Committee. The agenda must be provided to members of the Committee at least two days before the time fixed for the holding of the meeting.

The Chairperson must arrange for minutes of each meeting to be kept. The minutes of a meeting of an Advisory Committee must:

- Contain details of the proceedings and resolutions made;
- Be clearly expressed;
- Be self-explanatory; and
- In relation to resolutions recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision-making process.

Minutes must be approved by the Chairperson before being published or distributed and then formally endorsed at a subsequent meeting.

The minutes, once adopted at the next meeting are to be submitted to Council via the Governance Team by post, email or by hand to:

City of Ballarat – Governance
Governance@ballarat.vic.gov.au
PO Box 655
Ballarat, Vic 3353

Agendas and minutes are to be lodged in and made available on Council's electronic document management system and Committees are encouraged to provide this information to the public, unless determined through the Committee's Terms of Reference or the exception of reports, attachments and details of decisions that are confidential in nature. Where it is determined that minutes will be made available to the public, a copy should be placed on Council's website.

3.3.5 Dissolution

Advisory Committees may at any meeting agree to disband. In this event, Council requires immediate notification in writing of the Committee's intention before dissolution. Alternatively, if Council is in the view that the Advisory Committee is no longer required, Council may disband the Advisory Committee.

Dissolution requires a formal resolution of Council. The Governance Team will be able to provide assistance and the following is required:

- A record of the meeting disbanding needs to be forward to governance@ballarat.vic.gov.au;
- A Council report recommendation to endorse that the Advisory Committee disband; and
- A recommendation to revoke the Terms of Reference.



3.4 Stakeholder Reference Groups

The main function of Stakeholder Reference Groups is to provide a streamlined communication mechanism between identified stakeholders and Council Officers to ensure the views and opinions are considered within the decision-making processes of Council. Stakeholder Reference Groups are generally focused on matters more operational in nature.

3.4.1 Terms of Reference

A standard Terms of Reference template creates a common ground for all Committees. The Terms of Reference will provide a framework within which the Stakeholder Reference Group operates. A template is available from the Governance Team. The Terms of Reference for a Stakeholder Reference Group must:

- Include a clear statement of purpose and the Group's objectives. Objectives should be supported by measurable outcomes that are reported to the Council;
- Be reviewed by the Group as seen fit. Any proposed changes to the Terms of Reference resulting from a review must be agreed on by the Group and be presented to the Council for formal approval; and
- Be available on the Council's website and electronic record system.

The Terms of Reference are subject to Council resolution and are not effective until approval through a resolution has been received.

3.4.2 Membership, Period of Membership and Appointment

Stakeholder Reference Group members are appointed as per the Terms of Reference; and Council reserves the right to review membership at any time should the Group not be functioning adequately to meet its purpose. Any appointments to Stakeholder Reference Groups are subject to Council resolution and are not effective until that endorsement is given by a resolution of Council.

3.4.3 Delegated Authority and Decision-Making Powers

Stakeholder Reference Groups act in a consultative capacity only and have no delegated authority to make decisions. Stakeholder Reference Groups provide a consultative forum to the Council to assist them in their decision making.

3.4.4 Production of Agendas and Minutes

Agendas and minutes must be prepared for each meeting of a Stakeholder Reference Group. The agenda must be provided to members of the Group at least two days before the time fixed for the holding of the meeting.



The Chairperson must arrange for minutes of each meeting to be kept. The minutes of a meeting of a Stakeholder Reference Group must:

- Contain details of the proceedings and resolutions made;
- Be clearly expressed;
- Be self-explanatory; and
- In relation to resolutions recorded in the minutes, incorporate relevant reports or a summary of the relevant reports considered in the decision-making process.

Minutes must be approved by the Chairperson before being published or distributed and then formally endorsed at a subsequent meeting.

The minutes, once adopted at the next meeting are to be submitted to Council via the Governance Team by post, email or by hand to:

City of Ballarat – Governance
Governance@ballarat.vic.gov.au
PO Box 655
Ballarat, Vic 3353

Agendas and minutes are to be lodged in and made available on Council's electronic document management system and Groups are encouraged to provide this information to the public, unless determined through the Group's Terms of Reference or the exception of reports, attachments and details of decisions that are confidential in nature. Where it is determined that minutes will be made available to the public, a copy should be placed on Council's website.

3.4.5 Dissolution

Stakeholder Reference Groups may at any meeting agree to disband. In this event, Council requires immediate notification in writing of the Group's intention before dissolution. Alternatively, if Council is in the view that the Stakeholder Reference Group is no longer required, Council may disband the Group.

Dissolution requires a formal resolution of Council. The Governance Team will be able to provide assistance and the following is required:

- A record of the meeting disbanding needs to be forwarded to governance@ballarat.vic.gov.au;
- A Council report recommendation to endorse that the Stakeholder Reference Group disband; and
- A recommendation to revoke the Terms of Reference.



4.0 Supporting documents and references

4.1 Legislation

- *Local Government Act 2020*
- *Gender Equality Act 2020*

4.2 Associated Documents

- Governance Rules
- Councillor Code of Conduct
- Employee Code of Conduct
- The Role and Future of Citizen Committees in Australian Local Government 2013
- Conflict of Interest Guide

5.0 Administrative updates

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Council departments or positions, change to names of Federal or State Government departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.

6.0 Policy owner

Executive Manager Governance and Risk

7.0 Authorisation

Adopted by City of Ballarat on

9.6. ROAD NAMING PROPOSAL - KUNUWARRA, LAKE GARDENS

Division: Corporate Services
Director: John Hausler
Author/Position: Michael Riseley – Acting Executive Manager Business Services

PURPOSE

1. This report seeks Council endorsement to correct the road type for the recently endorsed road from "Kunuwarra Drive" to "Kunuwarra Place".
2. This proposal will enable final steps pursuant to the Geographic Place Naming Procedures to formalise the naming of the road.

BACKGROUND

3. At the Council Meeting on 28 September 2022, Council endorsed to name an unnamed entrance road to the Prince of Wales Reserve, off Gillies Street, Lake Gardens as Kunuwarra Drive to provide accurate street addressing for the seven sporting facilities within the precinct.
4. While the correct process to identify and select the name "Kunuwarra" was undertaken, it has been identified by Geographic Names Victoria (GNV) that the road type of "Drive" should be replaced with "Place", which is more fitting of the design of the road.
5. In accordance with the *Naming rules for places in Victoria 2022*, the road type "Drive" should only be used for a through-road.

KEY MATTERS

6. If Council endorses the road name of Kunuwarra Place, the updated naming proposal will be formally lodged with Geographic Names Victoria, who will consider the proposal and if compliant Gazette the new name.
7. Once Gazetted, Council will notify all occupiers and install signage.

OFFICER RECOMMENDATION

8. That Council:

- 8.1 Notes the Council Resolution (R141/22) made at the 28 September 2022 Council Meeting: That Council Endorse the proposal to name the unnamed roadway at Prince of Wales Reserve, Lake Gardens, as Kunuwarra Drive.
- 8.2 Notes that there was an error with the road type as advised by Geographic Names Victoria.
- 8.3 Endorse the proposal to name the unnamed roadway at Prince of Wales Reserve, Lake Gardens, as Kunuwarra Place.
- 8.4 Delegate to the Chief Executive Officer the Authority to complete all relevant steps pursuant to the Geographic Place Naming Procedures to formalise this change.

ATTACHMENTS

- 1. Governance Review [9.6.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. City of Ballarat Council Plan 2021-2025
2. Reconciliation Action Plan 2019-2021

COMMUNITY IMPACT

3. The Prince of Wales Reserve is a prime recreation precinct and the naming the access road to all facilities in that precinct will have a positive impact.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. It is considered that the report does not have any implications on climate emergency and environmental sustainability.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. It is considered that the report does not have any Economic Sustainability implications.

FINANCIAL IMPLICATIONS

6. Resourcing and the administration costs of the name change process are included within the 2022/23 budget.

LEGAL AND RISK CONSIDERATIONS

7. The unnamed road currently provides confusion for emergency services and the naming of the road will provide clarity in an emergency situation.

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. As required under the Naming rules for places in Victoria 2022, all occupiers, including sporting groups, within the Prince of Wales Reserve precinct were consulted.
10. Also, as required under the Naming rules for places in Victoria 2022, the naming proposal was publicly advertised between 4th May 2022 and 17th June 2022, inviting submissions both for and against.
11. Council also consulted with the Wadawurrung Traditional Owners Aboriginal Corporation.

OFFICIAL

OFFICIAL

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

9.7. 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 meeting held on 1 March 2023 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 meeting held on 1 March, 2023.
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
2022/23-274	Panel: - Smith & Wil Asphaltting Pty Ltd - Bitu-mill Pty Ltd - Boral Resources (Vic) Pty Ltd - BA Roads Services Pty Ltd - Centre State Asphaltting Pty Ltd	\$1,550,000 total budget allocation (excluding GST)	Provision of Road Maintenance Services	Partial

OFFICER RECOMMENDATION

4. That Council:

4.1 Note, in accordance with Section 66 of the *Local Government Act 2020* 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 meeting held on 1 March, 2023.

ATTACHMENTS

1. Confirmed Contracts - Minutes of meeting held Wednesday 1 March 2023 [9.7.1 - 5 pages]

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***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

1 March 2023

DocuSign Envelope ID: 9DD0DB94-C91A-44DD-827C-A86B6A4381E4

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 1 MARCH 2023 AT 1:00PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Mark Harris
Cr Peter Eddy

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Ms Aileen Douglas (Executive Manager Business Services)
Mr Rod Leith (Co-ordinator Revenue and Procurement)
Mr Luke Ives (Executive Manager Operations)
Mr Paul Humphrey (Road Maintenance Contract Supervisor)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts Committee meeting held on 15 February 2023 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Ben Taylor
Seconded Cr Mark Harris

CARRIED

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Contracts Special Committee Minutes

1 March, 2023

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6.1 CONTRACT 2022/23 – 274
- ASPHALT PATCHES AND OVERLAY – MINOR WORKS
(RO – Bridget Wetherall / Paul Humphrey)

SUMMARY

1. This report seeks to award a contract for the provision of the supply of road repair services under a recommended panel of suppliers.

BACKGROUND

2. This project will enable additional asphalt patching and road resurfacing of known defective areas throughout the City of Ballarat road network.
3. The project allows a Panel of Approved Contractors to provide road repair services encompassing various treatment types and depth of asphalt repairs.
4. Line marking and traffic control services will also be procured under this panel arrangement.

KEY MATTERS

5. The tender documentation allowed for the appointment of five (5) contractors.
6. Seven (7) tender responses were received with one deemed non-conforming and one conforming submission with the highest Value for Money being excluded.

RESOLUTION

7. That the Contracts Approval Delegated Committee:-
 - 7.1 Resolve to enter into Contract 2022/23-274 for the provision of Road Maintenance Services with the following companies:
 - Smith and Wil Asphalting Pty Ltd
 - Bitu-mill Pty Ltd
 - Boral Resources (Vic) Pty Ltd
 - BA Roads Services Pty Ltd
 - Centre State Asphalting Pty Ltd

The contract term is applicable until 30 June 2023.

- 7.2 Authorises the Chief Executive Officer to:
 - a. finalise the terms of Contract 2022/23-274 with the above listed companies, provided that those contract terms are consistent with this resolution; and
 - b. execute Contract 2022/23-274 on behalf of Council.

Moved Cr Ben Taylor
Seconded Cr Mark Harris

CARRIED

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Contracts Special Committee Minutes

1 March, 2023

SECTION 66 MATTERS

RESOLUTION:

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

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1.14pm

Confirmed this 29th day of March, 2023

Cr Ben Taylor

**Cr Ben Taylor
Chairperson**

9.8. S11A AND S11B INSTRUMENT OF APPOINTMENT AND AUTHORISATION

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

PURPOSE

1. The report is to endorse the S11A Instrument of Appointment and Authorisations under the *Planning and Environment Act 1987* for Stephen Murphy, Jie Shan, Abeny Mayol, Umaiya Kamalaneshan and Joseph Cooper.
2. The report is to also endorse the S11B Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* for Michelle Stewart and Joseph Cooper.

BACKGROUND

3. The Chief Executive Officer appoints the majority of authorised officers under Section 224 of the *Local Government Act 1989*, through Council's delegation to the Chief Executive Officer. However, the appointment of authorised officers under the *Planning and Environment Act 1987* and *Environment Protection Act 2017* cannot be delegated by the Chief Executive Officer and must be made through a resolution of Council.

KEY MATTERS

4. Stephen Murphy, Jie Shan, Abeny Mayol and Umaiya Kamalaneshan hold the position of Statutory Planner, and the *Planning and Environment Act 1987* requires Council to endorse the authorisations for the officers to undertake duties authorised by Council.
5. Michelle Stewart holds the position of Environmental Health Officer, and the *Environment Protection Act 2017* requires Council to endorse the authorisation for the officer to undertake duties authorised by Council.
6. Joseph Cooper holds the position of Compliance Officer, and the *Environment Protection Act 2017* and *Planning Environment Act 1987* requires Council to endorse the authorisations for the officer to undertake duties authorised by Council.

OFFICER RECOMMENDATION

7. That Council:

- 7.1 Exercise the powers conferred by s224 of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instruments of appointment and authorisations (the instruments), and that;
 - a. Stephen Murphy, Jie Shan, Abeny Mayol, Umaiya Kamalaneshan and Joseph Cooper be appointed and authorised as set out in the instruments.
 - b. The instruments come into force immediately upon resolution and remain in force until Council determines to vary or revoke them.

7.2. Exercise the powers conferred by s242(2) of the *Environment Protection Act 2017* and the Instrument of Delegation of the Environment Protection Authority under the Act dated 4 June 2021, and resolves that:

- a. Michelle Stewart and Joseph Cooper be appointed and authorised as set out in the instruments.**
- b. The instruments comes into force immediately upon resolution and remains in force until Council determines to vary or revoke them.**

ATTACHMENTS

1. Governance Review [9.8.1 - 2 pages]
2. S11A Umaiya Kamalaneshan [9.8.2 - 2 pages]
3. S11A Stephen Murphy [9.8.3 - 2 pages]
4. S11A Jie Shan [9.8.4 - 2 pages]
5. S11A Abeny Mayol [9.8.5 - 2 pages]
6. S11A Joseph Cooper [9.8.6 - 2 pages]
7. S11B Joseph Cooper [9.8.7 - 2 pages]
8. S11B Authorisation Michelle Stewart [9.8.8 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

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

COMMUNITY IMPACT

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

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. It is essential that Council's authorisations are constantly maintained and periodically monitored so that appropriate officers have the power to carry out their duties lawfully. This is a key component in Council meetings, as legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987* and *Environment Protection Act 2017*.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

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

OFFICIAL

OFFICIAL

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

OFFICIAL



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

In this instrument "**officer**" means -

Umaiya Kamalaneshan

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

OFFICIAL



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

Ballarat City Council

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

OFFICIAL

OFFICIAL



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

In this instrument "**officer**" means -

Stephen Murphy

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

OFFICIAL



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

In this instrument "**officer**" means -

Jie Shan

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

OFFICIAL



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

In this instrument "**officer**" means -

Abeny Mayol

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

OFFICIAL



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

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

OFFICIAL

OFFICIAL



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

In this instrument "**officer**" means -

Joseph Cooper

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

OFFICIAL

OFFICIAL



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

Ballarat City Council

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

OFFICIAL



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

In this instrument "**officer**" means -

Joseph Cooper

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

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

It is declared that this instrument -

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

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

OFFICIAL



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

Ballarat City Council

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

OFFICIAL



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

In this instrument "**officer**" means -

Michelle Stewart

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

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

It is declared that this instrument -

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

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

9.9. OUTSTANDING QUESTION TIME ITEMS

Division: Corporate Services
Director: John Hausler
Author/Position: Lyndsay Leingang - Administration Officer Statutory Compliance

PURPOSE

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

BACKGROUND

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

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. That Council:

- 4.1 Endorse the Outstanding Question Time Report.

ATTACHMENTS

1. Outstanding Question Time Items [9.9.1 - 2 pages]
2. QT27/23 - Ashley Williams - Outstanding Question Time Response [9.9.2 - 1 page]
3. QT28/23 - Louise Jones - Outstanding Question Time Response [9.9.3 - 2 pages]
4. QT30/23 - John Barnes - Outstanding Question Time Response [9.9.4 - 2 pages]
5. QT34/23 - Gregory Stewart - Outstanding Question Time Response [9.9.5 - 1 page]
6. QT37/23 - Mark Jones - Outstanding Question Time Response [9.9.6 - 2 pages]
7. QT38/23 - Nafisa Gray - Outstanding Question Time Response [9.9.7 - 2 pages]
8. QT39/23 - Aaron Kline - Outstanding Question Time Response [9.9.8 - 1 page]
9. QT42/23 - Peter Ford - Outstanding Question Time Response [9.9.9 - 2 pages]
10. QT43/23 - Katherine Knape - Outstanding Question Time Response [9.9.10 - 2 pages]
11. QT45/23 - Terri Pryse-Smith - Outstanding Question Time Response [9.9.11 - 2 pages]

OFFICIAL

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
26/04/2023 QT27/23	Closed	Ashley Williams	This question is in relation to the Smart Cities Program, Can Council elaborate on whether or not they are involved and participating. Can Councillors outline their overall opinion on the matter?	Natalie Robertson - Director Development and Growth	Natalie Robertson, Director Development and Growth provided a written response.
26/04/2023 QT28/23	Closed	Louise Jones	Have you analysed any data on demographics and Brown Hill Community Members who would be more likely to use an upgraded or heated pool, with community hub facilities, rather than just looking at past data based on current sub-standard facilities? Replacing a swimming pool with a concrete play space that caters only to young children, does not seem a fair compromise. How can we be guaranteed an equally valuable community hub and facility if we lose our current outdoor pool?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response.
26/04/2023 QT30/23	Closed	John Barnes	Just to clarify, I under the Victorian Planning Authority was to fast track that proposal and nothing has been heard by the VPA for nearly two years, this is a funny way to fast track something to go silent on it. Is it being fast tracked and is it for the whole station precinct or just the southside?	Natalie Robertson - Director Development and Growth	Natalie Robertson, Director Development and Growth provided a written response.
26/04/2023 QT34/23	Closed	Gregory Stewart	Re: "error" in original Ballarat Regional Landfill operation Contract. Has the successful tenderer, or any of their subsidiaries or any of the unsuccessful tenderers been paid a financial settlement in relation to this Contract?. If so, how much and to whom. How much has the Council paid or committed in legal and audit costs etc to resolve this "error"? Are there any legal issues currently underway, outstanding and / or proposed in relation to the handling, assessment and report in relation to the original tender?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment provided a written response.
26/04/2023 QT37/23	Closed	Mark Jones	How many responses did you receive for your community consultation and surveys vs the number of residents in Brown Hill and surrounding areas (eg satellite communities outside of Ballarat City boundaries such as Bungaree & Wallace, and nearby suburbs such as Black Hill, Soldier's Hill, Ballarat North), and did you include other community groups such as the church, school, kinder, day care etc? Can we see the exact numbers of the responses for each option - eg retain existing pool, demolish & replace with new pool, demolish & replace with "other".	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response.
26/04/2023 QT38/23	Closed	Nafisa Gray	Regarding the Brown Hill Pool - what face to face consultation was actually done? The pool is an all ages venue for participation, splash parks really only cater to kids under 8, and doesn't teach social water skills at all. There is barely anything in Brown Hill for older kids, you put in a court at Russell square but it is by goals - what's the point?? When the pool is open, it is used, but lately you have made it harder and harder for us to access it, harder to organise events there. Regarding the Brown Hill pool, is there an option for the Brown Hill community to take back the running of the pool? Have you considered upgrading the pool, extending the opening hours to match the climate rather than just set months?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response.
26/04/2023 QT39/23	Closed	Aaron Kline	Just wondering how it is deemed justifiable to charge for a full visit with only enough time for a quick dip (due to early closure)? Surely there should be an exception to the rule. Was and am happy to pay for the privilege but there should be a concession given due to time constraints. Thinking as a visitor as opposed to a local surely this would discourage further attendance.	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response.
26/04/2023 QT42/23	Closed	Peter Ford	My current question is to anyone on the board throughout research, we defined that even on rates notices you have an ABN, 37601599422. There are subsidiary companies of 26. how can a company have 26 subsidiary companies functioning out of the same ABN. Where is the geographical jurisdiction based on a 1901 interpretation of section 2B? Why are you claiming there are contracts and since 527 A.D., under Justinian I w how defined contract law there needs to be 5 elements for a contract, where is the obligation for all peoples in the Ballarat area obligated to pay or adhere to anything that you might have to offer?	John Hausler, Director Corporate Service	John Hausler, Director Corporate Services provided a written response.
26/04/2023 QT43/23	Closed	Katherine	Who has access to that data? How is it being stored? What other uses can this technology be used for? What are the other locations where this technology is?	Matthew Wilson, Director Community Wellbeing	Matthew Wilson, Director Community Wellbeing provided a written response.

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26/04/2023 QT45/23	Closed	Terri Pryse - Smith	Terri stated that she believed it was Cr Moloney who made the comment that when you get a lot of questions on similar topics, it may be best to cut to the chase and have a confab as a community. We are very concerned about the 10- or 15-minute cities. We see on social media and through the news, this is something that perhaps doesn't get the public consultation the public really wants. We can solve a lot of these problems if we do have a get together and talk about it to ask questions like, is it a 10 - minute city or 15 or 20 minute – city? Terri stated she lives out of town and asked what is going to happen? Why are these limited cities being implemented? Is this something we can look at to form some sort of a consultative group. We want to learn about this and ask questions to go forward.	Natalie Robertson - Director Development and Growth	Natalie Robertson, Director Development and Growth provided a written response.
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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 1 May 2023

Our Ref: NR:kr

Your Ref: QT27/23

Enquiries: (61) 03 5320 5500

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

Ashley Williams

Email: [REDACTED]

Dear Ashley,

RE: OUTSTANDING QUESTION TIME ITEM – QT27/23

I refer to your question asked at the 26 April 2023 Council Meeting.

This question is in relation to the Smart Cities Program, Can Council elaborate on whether or not they are involved and participating. Can Councillors outline their overall opinion on the matter?

“Smart cities” is a term generally related to using data and technology to be more efficient in delivering services and facilities to the community. City of Ballarat has improved its data collection over many years and is now able to be far more proactive in investing in new facilities in the areas most needed by the community. “The 10 Minute City” is a concept in the Ballarat Strategy – the 30 year plan for growth in Ballarat which was adopted in 2015. The concept reflects community aspirations to maintain existing or improved levels of local access to destinations and services as the city grows over time – that is, the feedback from community was they wanted safer connections to local shops, more services like libraries and community clubs in their local neighbourhoods. Having adopted the ‘10 Minute City’ principle in 2015, this helps with the planning and prioritisation of where to invest in these projects like safer crossings of busy roads, better bike paths, new seating in public locations, and community facilities.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 8 May 2023

Our Ref: QT28/23

Your Ref:

Enquiries: (61) 03 5320 5500

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

Louise Jones

Email: [REDACTED]

Dear Louise,

RE: OUTSTANDING QUESTION TIME ITEM – QT28/23

Thank you for your questions submitted to the Ordinary Meeting of Council on Wednesday, 26 April 2023, in relation to the Brown Hill Recreation Reserve Master Plan.

I can confirm my responses, which I provided on the night, as following:

Question 1:

Have you analysed any data on demographics and Brown Hill Community Members who would be more likely to use an upgraded or heated pool, with community hub facilities, rather than just looking at past data based on current sub-standard facilities?

Response to Question 1:

Demographics were considered during the formation of the Master Plan alongside other factors including the future of the reserve, current utilisation, current costs, and other element matters. In specific response to the pool itself, the future of the pool was a key feature in the consultations undertaken. Therefore, the current state of the pool, the future state of the pool, and potential alternate uses of the pool site were part of the broad-based consultation that occurred.

Question 2:

Replacing a swimming pool with a concrete play space that caters only to young children, does not seem a fair compromise. How can we be guaranteed an equally valuable community hub and facility if we lose our current outdoor pool?

Response to Question 2:

The report presented to Council acknowledged that the water spray elements of the splash park mainly cater for children within the age range of 0-12 years but do significantly improve public spaces and provide an ideal setting for family recreation. Most splash parks are more than just spray elements, they are combined with other play and social elements that attract older children and adults, in this case, a 3v3 basketball, rebound walls, picnic facilities and the grassed areas. This is being included at the Brown Hill Recreation Reserve, as well as retaining existing assets such as shade structures, BBQ and trees.

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Other elements to complement proposed assets that cater to older children and young adults can be further explored during the community consultation in the detailed design phase for the space.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely



Matthew Wilson
Director Community Wellbeing

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 8 May 2023

Our Ref: NR:kr

Your Ref: QT30/23

Enquiries: (61) 03 5320 5500

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

John Barnes

Email: [REDACTED]

Dear John,

RE: OUTSTANDING QUESTION TIME ITEM – QT30/23

I refer to your question asked at the 26 April 2023 Council Meeting.

Just to clarify, I under the Victorian Planning Authority was to fast track that proposal and nothing has been heard by the VPA for nearly two years, this is a funny way to fast track something to go silent on it. Is it being fast tracked and is it for the whole station precinct or just the southside?

Council meeting response:

There is a draft of the Master Plan for the south side, and it is generally considered a great outcome for the south side. We understand there are delays due to the complexity of reaching an outcome with all of the stakeholders involved. There is also the matter of the announcement from the Commonwealth Games, and we anticipate this project would have regard to the Master Plan. We await advice from the Victorian Planning Authority for the outcome, however, continue to advocate for suitable development of the south side of the Ballarat Railway Station.

Further information:

In early 2021 The Victorian Planning Authority (VPA) and CoB undertook community consultation to develop a masterplan to revitalise the Ballarat Station and its southside precinct.

Community feedback identified the importance of pedestrian and vehicle access and safety into and around the station and regional coach interchange as a priority for improvement.

To deliver on these objectives VPA is currently underway with investigation into the potential relocation of the regional coach terminal from the southern side of the station entrance to the northern precinct. This involves technical investigations with DOT, V/Line, VicTrack, Heritage Victoria and of course CoB to determine if the relocation can occur without impacting transport operations and heritage fabric of the station. We anticipate that this will take several months to finalise.

The Ballarat Station Southside Masterplan outlines a vision for the future of the station's south side precinct and will form the basis of submissions to the Commonwealth Games funding commitment for the Station.

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Yours sincerely

A handwritten signature in blue ink, appearing to read 'N. Robertson', with a stylized flourish at the end.

Natalie Robertson
Director Development and Growth

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AUSTRALIA

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Facsimile: 03 5333 4061



Date: 2 May 2023

Our Ref: BW:ls:bk

Your Ref: QT34/23 Council Question

Enquiries: 03 5320 5500

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

Greg Stewart

Email: [REDACTED]

Dear Greg

**RE: QUESTION ASKED AT COUNCIL MEETING REGARDING
BALLARAT REGIONAL LANDFILL OPERATION CONTRACT**

I refer to your questions asked at the Council meeting held on Wednesday 26 April 2023 as follows:

“Re: “error” in original Ballarat Regional Landfill operation Contract. Has the successful tenderer, or any of their subsidiaries or any of the unsuccessful tenderers been paid a financial settlement in relation to this Contract?. If so, how much and to whom. How much has the Council paid or committed in legal and audit costs etc to resolve this “error”?”

No settlement has been paid to any tenderer or their subsidiary. In relation to the question regarding legal costs relating to this matter, Council has spent \$1230.75 seeking advice on the contract in relation to the identified error.

“Are there any legal issues currently underway, outstanding and / or proposed in relation to the handling, assessment and report in relation to the original tender?”

No.

If you would like to discuss this matter further, please feel free to call Les Stokes, Executive Manager Waste and Environment, on [REDACTED].

Yours sincerely

A handwritten signature in dark ink, appearing to read "Bridget W".

Bridget Wetherall
Director, Infrastructure and Environment

CC: Mayor and Councillors
Governance
Les Stokes, Executive Manager Waste and Environment

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PO Box 655
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Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 May 2023

Our Ref: QT37/23

Your Ref:

Enquiries: (61) 03 5320 5500

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

Mark Jones

Email: [REDACTED]

Dear Mark,

RE: OUTSTANDING QUESTION TIME ITEM – QT37/23

Thank you for your questions submitted to the Ordinary Meeting of Council on Wednesday, 26 April 2023, in relation to the Brown Hill Recreation Reserve Master Plan.

I can confirm my responses, which I provided on the night, as following:

Question 1:

How many responses did you receive for your community consultation and surveys VS the number of residents in Brown Hill and surrounding areas (e.g., satellite communities outside of Ballarat City boundaries such as Bungaree & Wallace, and nearby suburbs such as Black Hill, Soldier's Hill, Ballarat North), and did you include other community groups such as the church, school, kinder, day care etc?

Response to Question 1:

The City of Ballarat surveys received 96 responses to the short survey and 43 responses to the longer form survey. This was promoted widely via City of Ballarat social media channels, a media release, Council's website, through the reserve user groups networks and the Brown Hill Community Newsletter which is distributed to over 2000 local households.

The local kindergarten, childcare and church groups were also included, and the Brown Hill Community Newsletter is also distributed directly to local schools and other venues such as the neighbourhood centre in the area. The Brown Hill Progress Association (BHPA) survey received 330 responses, of which 258 were from the Brown Hill community.

Question 2:

Can we see the exact numbers of the responses for each option - e.g., retain existing pool, demolish & replace with new pool, demolish & replace with "other"?

Response to Question 2:

The following provides a summary of findings from the Brown Hill Progress Association (BHPA) community survey:

- 330 people answered the survey

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- 258 respondents were from Brown Hill, 72 were from outside Brown Hill but were users of the pool.
- 51% were aged 30-44 years, 29% were aged over 45 years and 13% under 18 years.
- 42% of respondents lived in family with children households.

With specific respect to the pool:

- 10% of respondents indicated that they use the pool on a weekly basis in summer, 46% use it occasionally and 39% never use the pool.
- 46% use the pool for casual activities. Only 7% for learn to swim classes.
- 81% of respondents indicated that they would support the closure of the pool if it was to be replaced by another pool.
- 72% indicated that they would expect the community to be compensated in some way if the pool was closed.
- 56% indicated that they did not want the pool to be retained. 30% were unsure and 14% wanted the pool to remain.

The following provides a summary of findings from the City of Ballarat surveys with relation to the outdoor pool and splash park proposal:

- 60% of respondents were not associated with any club/group at the reserve.
- 2% use the reserve on a daily basis, 45% weekly and 18% monthly. 62% use the reserve for up to an hour when they visit.
- Approximately 38% were comfortable with the pool being replaced by a splash park, approximately 35% were opposed and the remainder, 27% wanted the pool and splash park, or the splash park combined with facilities for teenage children.

It is noted that the City of Ballarat community consultation was for the reserve in its entirety and captured community input more broadly on the priorities for the reserve.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely



Matthew Wilson
Director Community Wellbeing

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Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 4 May 2023

Our Ref: QT38/23

Your Ref:

Enquiries: (61) 03 5320 5500

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

Nafisa Gray

Dear Nafisa,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/23

Thank you for your questions submitted to the Ordinary Meeting of Council on Wednesday, 26 April 2023, in relation to the Brown Hill Recreation Reserve Master Plan.

I can confirm my responses, which I provided on the night, as following:

Question 1:

*Regarding the Brown Hill Pool - what face to face consultation was actually done?
The pool is an all-ages venue for participation, splash parks really only cater to kids under 8, and doesn't teach social water skills at all.
There is barely anything in Brown Hill for older kids, you put in a court at Russell Square but it is byo goals - what's the point??
When the pool is open, it is used, but lately you have made it harder and harder for us to access it, harder to organise events there.*

Response to Question 1:

A community drop-in session was conducted at the Brown Hill Recreation Reserve on 28 June 2022. This was promoted via City of Ballarat social media channels, a media release, Council's website, through the reserve user groups networks and the Brown Hill Community Newsletter which is distributed to over 2000 local households. The community drop-in session was attended by approximately 45 residents, and the online community MySay surveys received 139 responses.

This consultation built on the previous survey work completed by the Brown Hill Progress Association (BHPA) which received 330 responses, these findings also helped directly inform the reserve master plan proposed this evening. Multiple consultation sessions were also conducted with the reserve user groups including the Brown Hill Progress Association (BHPA).

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Question 2:

Regarding the Brown Hill pool, is there an option for the Brown Hill community to take back the running of the pool? Have you considered upgrading the pool, extending the opening hours to match the climate rather than just set months?

Response to Question 2:

A Council resolution was passed on 12 August 2020 when the BHPA handed back the operation of the Brown Hill Pool back to Council.

The opening hours at the Brown Hill, Black Hill and Buninyong outdoor pools already reflects climate as they are only open on days forecast to be 23 degrees or above, and extended hours run during the school holidays.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely



Matthew Wilson
Director Community Wellbeing

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PO Box 655
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Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 8 May 2023

Our Ref: QT39/23

Your Ref:

Enquiries: (61) 03 5320 5500

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

Aaron Kline
[REDACTED]

Dear Aaron

RE: OUTSTANDING QUESTION TIME ITEM – QT39/23

Thank you for your question submitted to the Ordinary Meeting of Council on Wednesday, 26 April 2023, in relation to the Brown Hill Recreation Reserve Master Plan.

I can confirm my response, which I provided on the night, as follows:

Question 1:

Just wondering how it is deemed justified to charge for a full visit with only enough time for a quick dip (due to early closure)? Surely there should be an exception to the rule. Was and am happy to pay for the privilege but there should be a concession given due to time constraints. Thinking as a visitor as opposed to a local sure this would discourage further attendance.

Response to Question 1:

The outdoor pools opening hours, fees and charges and conditions of entry are displayed prominently at the sites and on the website. The management of this is consistent across all outdoor pool sites to ensure efficiency in operation and any changes to normal hours are advertised in advance.

If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Matthew Wilson".

Matthew Wilson
Director Community Wellbeing

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PO Box 655
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AUSTRALIA

Telephone: 03 5320 5500
info@ballarat.vic.gov.au



Mr Peter Ford

Date: 1 May 2023

Dear Mr Ford

Thank you for your questions which you raised at Council's 26th April, 2023 meeting.

In response to your questions, I confirm the following:

Question:

1. *My current question is to anyone on the board throughout research, we defined that even on rates notices you have an ABN 37601599422. There are subsidiary companies of 26 how can a company have 26 subsidiary companies functioning out of the same ABN* **Response**

There are 26 listed business names on the Australian Government website for the City of Ballarat. These are not subsidiary companies but are correctly registered business names.

Question:

2. *Where is the geographical jurisdiction based on a 1901 interpretation of section 2B? Why are you claiming there are contracts and since 527 A.D., under Justinian I who defined contract law there needs to be 5 elements for a contract, where is the obligation for all peoples in the Ballarat area obligated to pay or adhere to anything that you might have to offer?*
 - Under section 74A(1) of the Constitution Act 1975 (Vic), the Ballarat City Council has the functions and powers that the Parliament considers necessary to ensure peace, order and good government of its municipal district.
 - Under section 71 of the Local Government Act 2020 (Vic), the Ballarat City Council is empowered to make local laws in its municipal district.
 - Under sections 154(1) and 155 of the Local Government Act 1989 (Vic) ("The Act"), Land is rateable and the Council is statutorily entitled to declare general rates, municipal charges, service rates, service charges, special rates and special charges on the owner of the Land; and
 - Under section 156(1) of the Act, ratepayers are liable to pay these rates and charges as owner of the Land.

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Members of the public cannot opt out of our legislative system.

Yours sincerely

A handwritten signature in black ink that reads "John Hausler". The script is cursive and fluid.

John Hausler
Director Corporate Services

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 8 May 2023

Our Ref: QT43/23

Your Ref:

Enquiries: (61) 03 5320 5500

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

Katherine Knappe

Dear Katherine

RE: OUTSTANDING QUESTION TIME ITEM – QT43/23

Thank you for your questions submitted to the Ordinary Meeting of Council on Wednesday, 26 April 2023, in relation to the Brown Hill Recreation Reserve Master Plan.

I can confirm my responses, which I provided on the night, as follows:

Question 1:

This question follows up from the surveillance technology that was mentioned before. Has the technology been used and has it been consulted with within the community? Are there signs stating they are in use? What is it being used for? Do we have statistics on the feedback or anything like that undertaken?

Response to Question 1:

Firstly, in relation to the question "was there consultation before we employed the counter", to my knowledge there was no community consultation. It is a typically used technology within public spaces where we are wanting to understand the level of engagement or use within those spaces.

Following the Council meeting, I have looked into whether the use of these counters are signed in locations where they are in use and I can confirm there are no signs. It is just an attendance counter, there is no qualitative data captured. It is just an individual unit to count persons present within the precinct.

Question 2:

Who has access to that data? How is it being stored? What other uses can this technology be used for? What are the other locations where this technology is?

Response to Question 2:

I can confirm that the data is public on our data exchange site <https://data.ballarat.vic.gov.au>. Other locations can also be seen on this location, primarily counting around Bridge Mall and some dog parks. There is no personal information involved in this process, it is only a count measure of people using the space.

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If you wish to discuss this matter further, please do not hesitate to contact me via City of Ballarat's Customer Service number (03) 5320 5500.

Yours sincerely



Matthew Wilson
Director Community Wellbeing

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Terri Pryse-Smith

Email: [REDACTED]

Date: 1 May 2023

Our Ref: NR:kr

Your Ref: QT45/23

Enquiries: (61) 03 5320 5500

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

Dear Terry,

RE: OUTSTANDING QUESTION TIME ITEM – QT45/23

I refer to your questions asked at the 26 April 2023 Council Meeting.

Terri stated that she believed it was Cr Moloney who made the comment that when you get a lot of questions on similar topics, it may be best to cut to the chase and have a confer as a community. We are very concerned about the 10- or 15-minute cities. We see on social media and through the news, this is something that perhaps doesn't get the public consultation the public really wants. We can solve a lot of these problems if we do have a get together and talk about it to ask questions like, is it a 10 - minute city or 15 or 20 minute – city? Terri stated she lives out of town and asked what is going to happen? Why are these limited cities being implemented? Is this something we can look at to form some sort of a consultative group. We want to learn about this and ask questions to go forward.

To clarify, there are two components here. There are smart cities, and Council's perspective on what we call 10-minute or 15-minute cities. It is more about planning for a neighbourhood or a growth zone, or suburb for example. What it means is, in your immediate area, you have accessibility to public transport to schools, to community infrastructure. That is a 10 or 15-minute city concept that we work towards. The smart city was born out of from some consultation Council did back in 2015 that came from a car parking action plan analysis that told us that we could collect data through smart city initiatives. City of Ballarat doesn't do a lot of it, but we have number plate recognition for example and things that gather data on vehicles. It's only to inform where car parking may be more intense, for example. They are two different things. Smart cities is a totally different concept to a 10 or 15-minute city concept. Attached is a link to the adopted Today Tomorrow Together: The Ballarat Strategy which incorporates Ballarat's vision for a '10 Minute City', <https://www.ballarat.vic.gov.au/city/city-strategy/ballarat-strategy-2040>.

Will we have your assurance that we will have no restricted zones like the UK cities of Oxford and Bath where certain streets are blocked with bollards and large wooden planters so that people cannot access beyond those areas, and if you do want to do that you have to apply for permits that are restricted and there are limits on the number of permits you can get.

As far as I understand, Council is doing an analysis of our car parking. At the moment, there are restrictions on how you can park, and in some areas, you need a residential car parking permit. Council is not looking towards closure of streets. This is gaining data and information to inform how we would look to better ways to accommodate parking based on current community.

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Yours sincerely

A handwritten signature in blue ink, appearing to read 'N. Robertson', with a stylized, cursive script.

Natalie Robertson
Director Development and Growth

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10. NOTICE OF MOTION**11. REPORTS FROM COMMITTEES/COUNCILLORS****12. URGENT BUSINESS****13. SECTION 66 (IN CAMERA)****9.7 CONTRACTS APPROVAL DELEGATED COMMITTEE**

Division: Corporate Services

Director: John Hausler

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

(confidential information)

14. CLOSE