

# **Council Meeting**

## **Agenda**

**25 October 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](http://www.ballarat.vic.gov.au) in the days following the meeting.

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

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

## PUBLIC SUBMISSIONS

- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- 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 22 November 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. CHIEF EXECUTIVE OFFICER REPORT

### 7.1. CHIEF EXECUTIVE OFFICER REPORT

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

#### PURPOSE

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

#### BACKGROUND

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

#### KEY MATTERS

##### 3. Launch of Greater Ballarat Alliance of Councils

In mid-September the Federal Minister for Infrastructure, Transport, Regional Development and Local Government, Catherine King launched the Greater Ballarat Alliance of Councils (GBAC). GBAC, which replaces Central Highlands Councils of Victoria, is a newly formed grouping of six rural and regional Councils located in and around Ballarat.

It has been established to act as a united voice for member Councils to tackle common issues such as trunk infrastructure needs of peri-urban growth areas and securing a fair share of Victorian and Commonwealth government funding for the Greater Ballarat region. Minister King was joined at the launch by City of Ballarat Mayor Des Hudson and several other Mayors and CEOs of participating Councils. Mayor Hudson has been appointed chair of the Alliance.

The Alliance will be focused on the three priority areas of enhanced public and private transport, enabling growth, and improving digital connectivity. The participating councils are City of Ballarat, Central Goldfields Shire Council, Pyrenees Shire Council, Hepburn Shire Council, Golden Plains Shire Council and Moorabool Shire Council.

##### 4. Architect sought for Ballarat Regional Animal Facility

Progress towards a new purpose-built regional animal facility in Ballarat is a step closer with tender documents released calling for a project architect. The documents released on 18 September 2023, outline the requirement for the facility to provide best practice animal management services and modern facilities that meet industry requirements, along with the ability to provide enough accommodation capacity to service the current and future demand of animals across the region.

Each year, the Ballarat Animal Shelter cares for more than 2000 lost, surrendered, abandoned, or mistreated domestic animals and livestock from across our region. It also offers care for pets displaced by bushfire and other emergencies. This project is of major importance to the people of Ballarat with 94 per cent of responses from a survey conducted in 2021 ranking a new regional animal shelter as a high priority.

This will be the biggest improvement in animal welfare in the Ballarat region in more than 100 years and another demonstration that the City of Ballarat is committed to delivering a better Ballarat.

Tenders for the architectural design of the Animal Facility closed on 12 October 2023 and the City of Ballarat anticipates the successful architect will be awarded in late 2023.

## **5. No change to CBD parking**

In April this year, the Ballarat community was asked what they thought of the city's public spaces and car parking. The City of Ballarat heard from more than 370 respondents, including 27 businesses, about how car parking and outdoor activation impact them.

The survey asked questions such as, would the community support an extension of parking to 7pm to assist businesses to free up car parking near their venue for customers. It also probed how community members travel into the CBD and where they would like to park.

The feedback received provided the City of Ballarat with clarity on the future use of the city's central public spaces. Based on the results of the survey it was determined that Ballarat's parking system will remain unchanged.

The survey results indicate many users believe the current parking system is working well for them with key findings including:

- Data collated by the City of Ballarat parking team indicated that between the hours of 9am and 5.30pm, 80 per cent of cars that are parked in the CBD stay for less than an hour, utilising the first-hour-free metered structure.
- The data also indicated car parks on the North side of Sturt Street are more frequently occupied compared with the South side.
- Out of the 69 available bays in the Armstrong Street North area, approximately two of these are occupied for more than three hours on any given day.
- The high turnover in this parking area indicates people are using the car spaces to pop in and out of the hospitality and retail venues, while those wishing to linger longer during the day are parking a block or two away.
- It also showed that the community largely thinks outdoor dining is effective in the city, with more than 60 per cent of respondents saying they were happy with the outdoor activations.

## **6. Sustainable upgrade to Ballarat's heritage style street lighting**

Phase two of the City of Ballarat's LED residential street lighting upgrade is complete, with almost 850 heritage style streetlights receiving new fittings. Switching street lighting to LED (light emitting diode) is a flagship of the City of Ballarat's Carbon Neutrality and 100% Renewables Action Plan.

The completion of phase two brings the total number of streetlights that have received the upgrade along Ballarat's minor roads and residential streets to 7,400. The old mercury vapour lighting is no longer supported in Australia and only had a four-year life expectancy compared with 20 years for the new LED lights. LED lighting is between 80 and 85 percent more energy efficient than the old lighting and is expected to save the City of Ballarat more than \$10 million over the next 20 years.

The City of Ballarat shares responsibility with Department of Transport and Planning for almost 2,500 existing lights on main roads throughout the municipality that are yet to be converted to LED. Planning will kick off soon for this program of replacement works.

## 7. **Ballarat takes home silver at the Australia's Top Tourism Town Awards**

In mid-September Ballarat took out the coveted silver accolade at the Australia's Top Tourism Town Awards for the first time. The annual awards, which are presented by the Australian Tourism Industry Council, recognise Australian towns that create an exceptional experience for visitors through a commitment to collaboration and showcase the economic impact tourism brings to regional Australia.

The award follows Ballarat being crowned the 2023 Victorian Top Tourism Town in July, and also in 2021. The Australian Top Tourism Town Awards highlight the value of tourism to the diverse range of cities and regions across Australia.

## 8. **Ballarat Biodiversity Strategy**

The City of Ballarat has begun consulting the community on how to improve the health of our natural environment through a new Ballarat Biodiversity Strategy. In partnership with and alongside the Country Plans of the Wadawurrung and Dja Dja Wurrung Traditional Owners, Council has developed a Ballarat Biodiversity Conversation Kit to help guide conversations with family, friends, community groups or colleagues. A group of students and youth participated in a Young People's Forum on 21 October to review the community's feedback, identify priority areas and discuss ways that our youth can improve the health and variety of our ecosystems. Feedback will help to inform the Draft Biodiversity Strategy, which is expected to go before Council for consideration later this year.

## 9. **Events**

Hundreds of female soccer players descended upon Ballarat in late September to participate in the **Western United Cup**. It was the second time it has been held in Ballarat building on the success of the debut girls-only tournament in 2022. Over 500 girls, making up about 50 teams and 27 clubs participated in the tournament, at the Ballarat Regional Soccer Facility at Morshead Park. Held in the middle of the September school holidays, the event attracted more than 3000 visitors to Ballarat. The City of Ballarat is proud of having such a close relationship with Western United and hosting events like this aligns with the goal to increase female sport participation as part of the Active Women and Girls Strategy.

**PopCon** which is Ballarat's pop culture convention was held on Saturday 16 September. Hosted by the City of Ballarat's youth-led FReeZA committee Sonika, PopCon connected Ballarat's young people in the "pop culture" scene, supported local businesses, and created a safe and inclusive community event. It is the fourth time the event has been held, but the first time since 2019 due to difficulties posed by the COVID pandemic. PopCon took place during Victorian Youth Fest 2023, a month-long



celebration across Victoria highlighting the contributions and achievements of young people in their communities.

### **OFFICER RECOMMENDATION**

#### **10. That Council:**

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

### **ATTACHMENTS**

Nil

## 8. OFFICER REPORTS

### 8.1. ANNUAL REPORT 2022/23

**Division:** Executive Unit  
**Director:** Evan King  
**Author/Position:** Amanda Bavin – Head of Communications and Design

#### PURPOSE

1. The purpose of this report is for Council to consider and note the City of Ballarat Annual Report 2022/23 (Annual Report) in accordance with its obligations under Section 98 of the *Local Government Act 2020* (The Act).
2. The Annual Report is the final step in the statutory annual reporting process.

#### BACKGROUND

3. The Annual Report documents Council's activities, highlights and challenges in its performance including financial position for the financial year 2022-2023; and represents the second-year progress and work against the 2021-25 Council Plan.
4. The Annual Report is required to comply with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* (Regulations) which outline the matters to be included in the Annual Report.

#### KEY MATTERS

5. The Annual Report has been prepared in accordance with the Act and Regulations.
6. The Annual Report includes the Financial Report and Performance Statement. As at the time of completion of the agenda the Financial Report and Performance Statement were with the Auditor General for final sign-off. As soon as final approval is provided by the Auditor General they will be incorporated into the attached Annual Report and included online with the agenda.
7. The Financial Report and Performance Statement were approved in principle by Council, at the Unscheduled Council meeting on 11 October 2023.
8. In accordance with sections 100 and 18(1)(d) of the Act, the Mayor must report on the implementation of the Council Plan by presenting the annual report at a Council meeting open to the public within four months of end of the financial year.
9. During this financial year there are a number of highlights to note, including:
  - Continued investment in the future of Ballarat through a \$144 million city-wide transformational capital works program. From the Her Majesty's Theatre refurbishment to the Ballarat Airport runway extension, these major projects will leave a legacy for generations to come. These projects are being delivered amidst a challenging economic climate. This has required a focus on the project lifecycle throughout the year to manage financial pressures across the organisation.

- A significant amount of time was committed to community engagement with one of the most notable being on kerbside waste transition. Residents had their say on the options being considered for future household waste in what was one of the highest rates for participation in any survey conducted by the City of Ballarat.
- The City of Ballarat has continued to improve our business as usual services with a strong focus on strengthening customer service across the organisation. From developing a Customer Charter to trialling new methods to improve communication with customers, we have heard that this is an area we need to improve on.
- 2022/23 also saw the organisation continue to make strong progress on the organisational culture improvement program. Key achievements include implementation of a Workforce Plan and Gender Equity Action Plan.
- 2022/23 saw the City of Ballarat invest over \$1 million via community grants with \$277,926 allocated through the Community Impact Grant Program and \$834,489 being allocated through the Strategic Partnership Program.
- A highlight of 2022/23 has been our work on the Victorian Goldfields UNESCO World Heritage bid. This will deliver real and long-lasting benefits for communities in the Goldfields region.
- 2022/23 saw the formation of a peak tourism industry body, Tourism Midwest Victoria – a first of its kind partnership between local and state government and the tourism industry. It will help Ballarat build on its success after being recognised as Victoria's Top Tourism Town this year.

## OFFICER RECOMMENDATION

### 10. That Council:

- 10.1 **Note the City of Ballarat Annual Report 2022/23 in accordance with Section 98 of the *Local Government Act 2020*.**
- 10.2 **Acknowledge the achievements of Council during this reporting period and its achievements against the 2021-25 Council Plan.**

## ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. Annual Report 2022-2023 (Excl FR and PS) [8.1.2 - 74 pages]

## OFFICIAL

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

1. The City of Ballarat Council Plan 2021-2025 is the guiding instrument for the Annual Report 2022/23. The report provides an update on our activities, achievements and focus areas, under the four strategic goal areas.

**COMMUNITY IMPACT**

2. The Annual Report identifies Council's achievements and issues faced in overall performance for the financial year 2022/23, providing accountability to the community.
3. The Annual Report provides a historical record for future generations' reference, capturing the major achievements, issue and decisions made throughout the past financial year.
4. The Annual Report is provided to the State Library for reference and archival purposes.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

5. The City of Ballarat will publish the Annual Report online as a full version. Only minimal copies of the Annual Report have been produced in hard copy to satisfy the requirements of the *Local Government Act 2020 (The Act)*.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

6. The Annual Report outlines all the achievements, highlights and challenges of the Council for the past financial year. In doing this, all economic benefits and outcomes for the City are covered and reported on in detail.

**FINANCIAL IMPLICATIONS**

7. The Annual Report includes Council's financial statements which contain details of the Council's financial performance for the financial year ending 30 June 2023.
8. There are no financial implications arising from the recommendations in this report.

**LEGAL AND RISK CONSIDERATIONS**

9. The Annual Report is required to be prepared in accordance with section 98 (1) Local Government Act 2020 (the Act); and the Local Government (Planning and Reporting) Regulations 2020 (Regulations) which outline the matters to be included in the Annual Report.

**HUMAN RIGHTS CONSIDERATIONS**

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

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**COMMUNITY CONSULTATION AND ENGAGEMENT**

11. All business units were required to contribute information regarding the achievements, issues and events that occurred that were specific to their areas of responsibility.

**GENDER EQUALITY ACT 2020**

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

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

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

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OFFICIAL





CITY OF BALLARAT  
**Annual Report  
2022/23**

CITY OF  
BALLARAT





## Our Community Vision 2021–2031

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

### ABOUT THIS ANNUAL REPORT

We are pleased to present this Annual Report to our community. It is the primary means of reporting to residents, ratepayers, stakeholders and other state and federal agencies on our operations and performance in the 2022/23 financial year against the Council Plan – which is the framework within which we deliver the everyday services, programs and projects for our community – and the Annual Budget.

The City of Ballarat has prepared this Annual Report in accordance with the requirements and guidelines of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.


In accordance with statutory requirements, it includes:

- **Report of operations:** this includes performance highlights, details about governance, management and operations, and a report on our performance in the 2022/23 financial year against the City of Ballarat Council Plan 2021–2025 and the City of Ballarat Budget 2022/23
- **Financial statements**
- **Performance statement**





City of Ballarat > Annual Report 2022/23

 City of Ballarat Intercultural Ambassadors Victor Barrantes and Anam Shahab with Customer Experience Officer Josh (centre).





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

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

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 **Cover image:** Ballarat CBD, looking across Sturt Street towards the Town Hall





 Riders dressed to take part in the 2023 Ballarat Heritage Festival Tweed Ride.

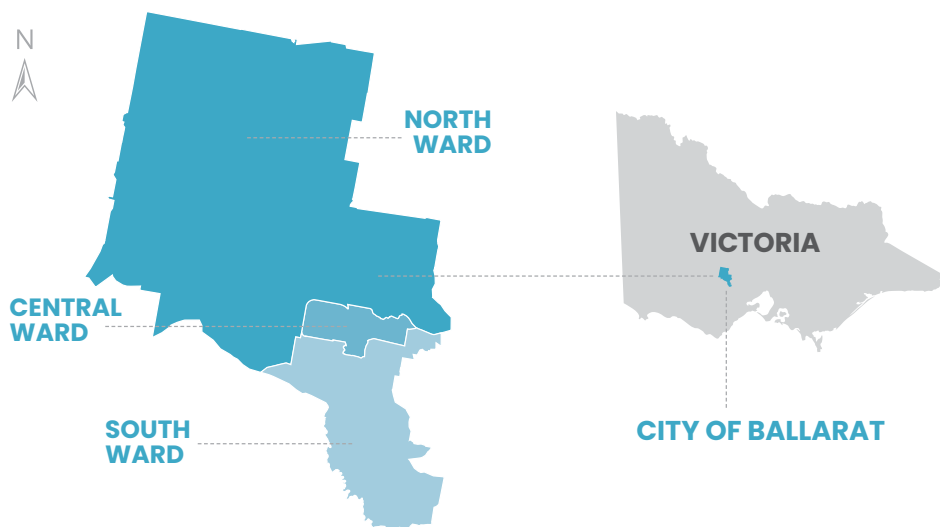


# Overview

## A snapshot of Ballarat

> **Ballarat or Ballaarat** (*historical spelling*)  
**740km<sup>2</sup> and the 3rd largest City in Victoria**

'balla' meaning 'elbow' or 'reclining on the elbow' + 'arat' meaning 'place': from two aboriginal words signifying a camping or resting place.



Population  
in 2023

Source: forecast.id



Population growth  
2016–2021

Source: profile.id



Population  
forecast for  
2036

Source: forecast.id



Population  
born overseas

Source: ABS 2021  
Census

### Our top industries by jobs in 2022

21.5% Healthcare & social assistance  
 10.9% Education & training  
 10.8% Retail trade  
 10.3% Construction  
 7.8% Manufacturing

Source: remplan



Population  
who identify  
as Aboriginal  
or Torres Strait  
Islander

Source: profile.id



Businesses in 2022

Source: Australian  
Bureau of Statistics



Jobs in 2022

Source: remplan



Gross Regional  
Product 2021/22FY

Source: remplan

### Our top industries by output in 2022

22.2% Manufacturing  
 15.9% Construction  
 9.2% Healthcare & social assistance  
 8.1% Rental, hiring & real estate services  
 5.0% Education & training

Source: remplan

## Fast facts

Key highlights 2022/23



**8,011 children**

in the Maternal Child  
Services program



**80,000 calls**

handled by  
customer service



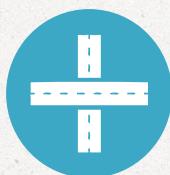
**485,769 loans**

through Ballarat  
libraries



**616,062 people**

attended the Ballarat Aquatic  
and Lifestyle Centre



**1,200km**

sealed roads  
maintained



**45,000 digital**

requests (including Snap  
Send Solve)



**1,039 animals**

adopted through the  
Ballarat Animal Shelter



**\$144 million**

capital works program  
well underway



**1,967 trees**

planted, including street  
trees and at reserves



**113,734 visitors**

to the Art Gallery  
of Ballarat



**6,425 tonnes**

of recyclables collected  
across the city



**7,921 responses**

to kerbside transition  
community engagement






 The City of Ballarat Entances Team maintaing the tree lined Victoria Street boulevard.





: Mayor Cr Des Hudson at the 2023 St Patrick's Day flag raising ceremony.



## Message from the Mayor of Ballarat



### **On behalf of my fellow Councillors, I am pleased to present the City of Ballarat's 2022/23 Annual Report.**

Investing in the City of Ballarat's future has been a central theme throughout 2022/23. From the Her Majesty's Theatre refurbishment to the Ballarat Airport runway extension, our \$144 million city-wide, transformational capital works program is delivering major projects that will leave a legacy for generations to come.

As Councillors, we recognise the increasing cost of living pressures affecting residents, businesses and community groups across the board. The City of Ballarat has not been immune to these pressures either. As such, throughout 2022/23 we have worked hard to ensure every dollar we receive from ratepayers is used responsibly.

To this end, not only have we taken steps to compact the timelines of major projects to minimise cost escalation due to increasing construction costs, but we've also made a concerted effort not to take on any major new projects. Our focus has been — and will continue to be for the foreseeable future — to deliver on projects currently before us.

I've spent a significant amount of time throughout 2022/23 participating in community engagement sessions, many of them specifically related to the kerbside waste transition. It was great to see so many Ballarat residents have their say on the options being considered for future household waste in what was the highest rate of participation for any survey in the history of the City of Ballarat.

One of the highlights of 2022/23 has been our work, along with the City of Greater Bendigo, on the Victorian Goldfields UNESCO World Heritage bid. World Heritage listing of a limited number of globally significant sites will deliver real and long-lasting benefits for communities and people right across the Goldfields region. The City of Ballarat will continue to meet with both State and Federal MPs to progress this work.


It has also been great to see the formation of peak tourism industry body Tourism Midwest Victoria in 2022/23 — a first-of-its-kind partnership between local and state government and the tourism industry. Tourism Midwest Victoria's focus will be on attracting more visitors to the City of Ballarat and the shires of Pyrenees, Moorabool, Golden Plains and Hepburn.

Building on this, the City of Ballarat is continuing work to attract significant events to our city. Having taken out Victoria's Top Tourism Town this year for the second time, I am excited to see what the future holds for our city as we develop a stronger reputation.

I am proud to lead a Council that is committed to delivering a better Ballarat for today, tomorrow and for future generations to come.

**Cr Des Hudson**  
**Mayor, City of Ballarat**



 CEO Evan King at the launch of the 2023 Ballarat Heritage Festival.



## Message from the Chief Executive Officer



### **I am pleased to present the 2022/23 Annual Report, which outlines the City of Ballarat's progress delivering against the aspirations outlined in the Council Plan 2021–2025.**

A big part of this work throughout 2022/23 has involved going above and beyond business-as-usual tasks to deliver the City of Ballarat's existing suite of capital works projects amidst a challenging economic climate.

As an organisation, we have felt the impact of high levels of inflation and the subsequent pressure on project delivery. These conditions have affected the business community too, leading to increases of the value of projects across the board.

I believe we have navigated these challenging economic conditions to deliver significant progress on a balanced budget with a full range of projects. This includes strategic projects that will deliver economic benefits for our community in years to come, like the Ballarat Airport runway extension, to vital community facilities such as the Central Library redevelopment.

Given growing construction costs, a focus on the project lifecycle throughout the year has been crucial in managing financial pressures across the organisation. We have invested in staff to effectively manage and compact the timelines of major projects.

Throughout 2022/23, we have also focused on enhancing our consultation and community engagement processes. This has led to the highest level of engagement in the organisation's history as part of the kerbside transition community

engagement. The survey received a total of 2,176 responses in the first stage of consultation in November 2022 and 5,745 responses in the second stage of consultation in February 2023.

We have also continued to improve our business-as-usual services, with a strong focus on strengthening customer service across the organisation. From the early work of developing the organisation's first draft Customer Charter — a document outlining what residents can expect when interacting with the City of Ballarat — to trialling new methods to improve communication with customers, we have heard residents' feedback that this is an area in which we need to improve and we are taking action to address it.

Throughout 2023/24, we will continue to trial new ways to enhance communication with residents and report back on the effectiveness of these methods.

As we reflect on the year that has been and look forward to the year ahead, I would like to acknowledge the efforts of City of Ballarat staff — their commitment to delivering quality services and facilities that support our growing community is admirable. I would also like to thank our Mayor and Councillors for their ongoing leadership and commitment to delivering a better Ballarat for our community, both now and into the future.

*Evan King*

**Evan King**  
**Chief Executive Officer, City of Ballarat**

## Community awards

The City of Ballarat thanks everyone who entered these awards and congratulates all finalists and winners.

### Ballarat Community Awards 2023

These annual awards recognise the outstanding achievements of community members who have gone above and beyond to improve the lives of everyone in the region. They are provided by the Australia Day Committee (Victoria) and are run by local councils.

#### 2023 winners

Ballarat Citizen of the Year - **Liana Skewes**

Ballarat Young Citizen of the Year - **Millie Collins**

Ballarat Community Activity of the Year - **Ballarat Neighbourhood Centre: Our Kitchen Social Enterprise's Community Lunches**

### Ballarat Seniors Awards 2022

These awards recognise and celebrate senior residents for their outstanding contributions to the Ballarat community. This was the first time the awards had been held since 2019 due to the COVID-19 pandemic.

#### 2022 winners

Ballarat Senior of the Year Award - **Ugo Lo Iacono**

Ageing Well Award - **Allan McKinnon**

Equity Diversity and Inclusion Award - **Ugo Lo Iacono**

Healthy and Active Living Award - **Ron King**

Volunteer Award - **John Donaldson**



Mayor Des Hudson with 2023 Young Citizen of the Year winner Millie Collins.



City of Ballarat Senior of the Year 2022 winner Ugo Lo Iacono.

## Ballarat Youth Awards 2022

These annual awards recognise and celebrate our city's outstanding young people and their contributions within the community across a number of categories. The awards ceremony is a youth-led initiative planned and delivered by youth volunteers that showcases the talent of young people through musical performances and MC roles. The City of Ballarat thanks everyone who entered and congratulates all nominees and winners.

The Ballarat Youth Awards are supported through a partnership of City of Ballarat, the Victorian Government and community agencies including: Art Gallery of Ballarat, Ballarat Community Health, Ballarat Tech School, Ballarat Youth Services Network, Basketball Ballarat, Committee for Ballarat, Community Bank Buninyong, Compassionate Ballarat, headspace Ballarat, Highlands LLEN, The Ballarat Foundation, The Y Ballarat, Wendouree Centre for Performing Arts and Western Bulldogs.

## 2022 winners

12–17 Major Award - **Millie Collins**

18–25 Major Award - **Ruby Lloyd-Vendy**

Compassion and Care Award - **Millie Collins**

Creative Arts Award - **Zara Jarvis**

Equity, Diversity and Inclusion Award - **Meghan Lee**

Group Project Award - **Ballarat Action Climate Co-op for GREEN FEST**, a free event promoting volunteering and the creative exchanges of goods, clothing and books

Influential Adult Award - Volunteer - **Tarryn Harris**

Influential Adult Award - Worker - **John Maher**

Innovators Award - **Indya Hayes**

Leadership in Sport and Recreation Award - **Rohan McMaster**

Personal Growth Award - **Ruby Lloyd-Vendy**

Positive Leader Award - **Dhuvarrishlanth Veerabahu**

Youth Volunteer Award - **Liam Ryan**



Celebrations at the Ballarat Youth Awards 2022.

## Community grants

### Community Impact Grant Program 2022/23

The City of Ballarat Community Impact Grant Program builds community capacity and strengthens links between community members and groups by funding programs that advance priority areas – environmental sustainability; healthy, connected and inclusive communities; and community capacity building – for both the City of Ballarat and the community.



### Strategic Partnerships Program 2022/23

The City of Ballarat Strategic Partnerships Program provided grants in excess of \$20,000 for not-for-profit organisations and Ballarat businesses and allowed for multi-year funding agreements to fund initiatives aligned with the City of Ballarat's Council Plan, Health and Wellbeing Plan and Grants Policy.

This program was discontinued and replaced with the City Partnerships Program, with successful applicants for this new program announced in the 2023/24 financial year. The funding allocated in 2022/23 as reported below was for existing and continuing partnerships which will continue until funding agreements expire.



## Description of operations

### Economic factors

During 2022/23 high inflationary economic conditions have been experienced in line with the general rise of prices in the economy. The Melbourne Consumer Price Index (CPI) for the March Quarter 2023 saw a 6.8% increase over the preceding 12 months. During 2022/23 Council considered a report outlining the potential budgetary impacts of the inflationary pressures in the economy and determined that it would establish an inflationary budget provision to manage the risks. The provision was used in a number of instances during 2022/23 to cover known cost pressures, predominantly on construction projects, noting the higher cost of construction experienced during the last 12 months. The provision also assisted Council to avoid the previously scheduled borrowing for 2022/23, with no new borrowing undertaken during the year.

Ballarat's population growth has brought the benefit of additional revenue. It has also created extra costs related to the delivery of services needed for new residents, which have also been impacted by the inflationary pressures within the economy. Council successfully managed these impacts during 2022/23.

### Major changes

In February 2023 an organisational realignment established a new directorate called 'Economy, Experience and Commonwealth Games'. This change incorporated the addition of a new business unit for the Commonwealth Games.

The addition of this new directorate aims to:

- Provide internal and external stakeholders with a focused and coordinated point of contact as we continue to work with operators on reactivation, ongoing attraction and investment to Ballarat
- Ensure the lasting legacy of the Commonwealth Games\* in Ballarat is felt beyond the event itself
- Ensure Ballarat becomes a must-see Victorian destination for international and domestic travellers

### Major achievements

The following major strategies were completed and adopted in 2022/23:

- Community Infrastructure Plan
- Inclusion Framework
- Youth Strategy
- Ageing Well in Ballarat Strategy
- LGBTIQA+ Inclusion Plan
- Intercultural Strategic Plan
- Disability Access and Inclusion Plan
- Ballarat Net Zero Emissions Plan

\* On 18 July 2023 the Premier of Victoria announced that the State of Victoria would no longer be hosting the 2026 Commonwealth Games. The new Directorate has since been renamed to Economy and Experience. It will however continue to have a focus on the State Government funded legacy projects that will still be delivered in Ballarat.



## Major capital works

### Alfredton Community Hub

Construction is underway on this new facility located in Ballymanus, which features a new kindergarten and community facilities.

### Bridge Mall Redevelopment

This project will revitalise the Bakery Hill precinct and restore the Bridge Mall as a vibrant destination for shoppers, diners, residents and visitors.

### Ballarat Airport Runway Upgrade

The majority of works have been completed on this project which includes: extending the existing runway and other upgrades to allow larger aircraft to use the airport, and increasing certainty for local businesses to expand their operations. We are delivering this project in partnership with the Federal Government.

### Ballarat Animal Shelter

Procurement planning is underway on this purpose-built regional animal shelter. It will involve the construction of a larger facility in a new location at Mitchell Park to replace the existing Gillies Street facility. We are delivering this project in partnership with the State Government.

### Ballarat Central Library

Construction is underway on the revitalisation of the library which involves increasing floor space, developing a second story for public use and creating more welcoming and enriching learning spaces.

### Her Majesty's Theatre Stage 3 Works

Early works are underway on this project which involves refurbishment of the front and back-of-house amenities for patrons, performers and staff, including improved accessibility. We are delivering this project in partnership with the State Government.

### Lake Wendouree and Victoria Park

#### Link Lighting

Construction is nearing completion on this project which will provide a safely lit environment for pedestrians, joggers and the general public along the Steve Moneghetti Track at Lake Wendouree and in Victoria Park. We are delivering this project in partnership with the State Government.

#### Marty Busch Master Plan Implementation

This project will deliver a state-of-the-art sporting precinct with new cricket nets, a new netball court, a criterium track, oval resurfacing, improved carparking, improved lighting and change room upgrades. We are delivering this project in partnership with the State Government.

#### Redan Wetlands

Scoping works have commenced on this project which includes improvements to the wetlands and surrounding parkland.

#### Sebastopol Community Hub

This community facility includes a new community hall, three kindergarten rooms and four fit-for-purpose meeting spaces that will accommodate a diverse range of users. We are delivering this project in partnership with the Federal Government.

#### Spotlight on Sebastopol

This program involves 13 projects across Sebastopol including open space works, tree planting, bike paths, a skate park, senior exercise equipment, basketball courts, lighting, community facility upgrades and streetscape improvements. A number of projects are already completed.

#### Victoria Park Redevelopment

This project which includes two new soccer pitches, new cricket nets, new lighting and an upgraded community and sports pavilion building. The carpark is nearing completion.

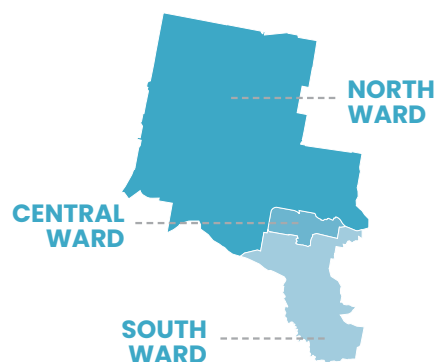


 Looking west along the Avenue of Honour, Alfredton.



# Our council

## Councillors



**Cr Daniel Moloney**  
**Mayor (until November 2022)**  
 Elected: October 2016  
 0418 165 503  
[danielmoloney@ballarat.vic.gov.au](mailto:danielmoloney@ballarat.vic.gov.au)



**Cr Belinda Coates**  
 Elected: October 2012  
 0417 456 513  
[belindacoates@ballarat.vic.gov.au](mailto:belindacoates@ballarat.vic.gov.au)



**Cr Tracey Hargreaves**  
 Elected: October 2020  
 0437 784 384  
[traceyhargreaves@ballarat.vic.gov.au](mailto:traceyhargreaves@ballarat.vic.gov.au)



**Cr Amy Johnson**  
**Deputy Mayor**  
 Elected: October 2012  
 0417 018 369  
[amyjohnson@ballarat.vic.gov.au](mailto:amyjohnson@ballarat.vic.gov.au)



**Cr Mark Harris**  
 Elected: October 2016  
 0409 930 928  
[markharris@ballarat.vic.gov.au](mailto:markharris@ballarat.vic.gov.au)



**Cr Des Hudson**  
**Mayor (from November 2022)**  
 Elected: March 2002  
 0409 865 093  
[deshudson@ballarat.vic.gov.au](mailto:deshudson@ballarat.vic.gov.au)



**Cr Peter Eddy**  
 Elected: October 2020  
 0437 773 691  
[petereddy@ballarat.vic.gov.au](mailto:petereddy@ballarat.vic.gov.au)



**Cr Samantha McIntosh**  
 Elected: December 2008  
 0458 004 880  
[samanthamcintosh@ballarat.vic.gov.au](mailto:samanthamcintosh@ballarat.vic.gov.au)



**Cr Ben Taylor**  
 Elected: October 2016  
 0419 507 305  
[bentaylor@ballarat.vic.gov.au](mailto:bentaylor@ballarat.vic.gov.au)



## The role of local government

Local government is one of three tiers of democratically elected government in Australia. It operates under the *Local Government Act 2020* which specifies a council's powers, duties and functions.

The municipality of the City of Ballarat is divided into three wards represented by three councillors in each ward. In 2020 the current Council was elected by the community for a four-year term to

provide leadership for the good governance of the municipal district and the local community.

The nine councillors are the elected representatives of all residents and ratepayers across the city. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



📷: New parkland at Winter Valley on Ballarat's growing western edge.





 Bloom! Performed by SWAY entertaining visitors at the 2023 Ballarat Begonia Festival.

## Governance

The City of Ballarat is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. The City of Ballarat has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating in the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life

We are committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we meet our community's priorities.

The community has many opportunities to provide input into the City of Ballarat's decision-making processes, through community engagement, public forums and making submissions to delegated committees.

The City of Ballarat's formal decision-making processes are conducted through council meetings and delegated committees. The majority of decision-making is delegated to City of Ballarat staff in accordance with adopted policies.

## Delegated Committees

The *Local Government Act 2020* allows councils to establish delegated committees (previously known as special committees) with representation by Councillors, Council officers and community members.

- Officers have no voting rights
- Minimum number of community members as per Terms of Reference

### Delegated committees in operation in 2022/23

Delegated committee	Councillors	Officers	Community members	Purpose
City Partnerships Delegated Committee	All	0	0	
Community Impact Grant Allocations Delegated Committee	3	4	3	Oversee the disbursement of funds to target community needs and implement the structure and probity around the management of funds the City of Ballarat provides to the community in the form of grants
Contracts Approval Delegated Committee	3	3	0	Make decisions on City of Ballarat contracts between \$500,001 and \$2,000,000 to expedite the contract approval process
Her Majesty's Theatre Board Delegated Committee	2	0	9	Provide strategic direction with regards to Her Majesty's Theatre; provide industry advice on the performing arts; and set priorities for activities that will enhance Ballarat as a centre for the performing arts
Planning Delegated Committee	All	0	0	Oversee the implementation of matters as they relate to Statutory Planning and Strategic Planning
Tourism Events Grant Allocations Delegated Committee	3	4	0	Oversee the disbursement of funds to: <ul style="list-style-type: none"> <li>• Support the development and sustainability of tourism events</li> <li>• Expand Ballarat's visitor economy and community connections via tourism events</li> <li>• Implement structure and probity around the management of funds Council provides to the commercial and private sectors in the form of grants</li> </ul>



**Community asset delegated committees in operation in 2022/23**

Community delegated committee	Councillors	Officers	Community members	Purpose
Ascot Hall Community Asset Committee	0	0	12	Encourage use of this community asset by the local community and promote the role it plays in enabling engaged participation in community life
Brown Hill Hall Community Asset Committee	0	0	6	As above
Buninyong Hall Community Asset Committee	0	0	5	As above
Burrumbeet Soldiers Memorial Hall Community Asset Committee	0	0	12	As above
Cardigan Village Centre Community Asset Committee	0	0	7	As above
Invermay Recreation Reserve Community Asset Committee	0	0	7	As above
Miners Rest Mechanics Institute Hall Community Asset Committee	0	0	7	As above
Scotsburn Hall Community Asset Committee	0	0	11	As above
Sebastopol RSL Hall Community Asset Committee	1	0	2	As above
Warrenheip Hall Community Asset Committee	0	0	5	As above

## Non-delegated committees and groups

Advisory and non-advisory committees, stakeholder reference groups, internal working groups, external groups and organisations, and committees established under other Acts in operation in 2022/23.

- Officers have no voting rights

Committee	Councillors	Officers	Independent members
Audit and Risk Committee	3	0	4

### Advisory committees

Committee	Councillors	Officers
Ballarat Friends of Ainaro Advisory Committee	1	1
Ballarat Heritage Advisory Committee	2	1
Ballarat Regional Soccer Facility Advisory Committee	1	1
Disability Advisory Committee	1	1
Intercultural Advisory Committee	2	1
Koorie Engagement Action Group Advisory Committee	1	1
LGBTIQA+ Advisory Committee	2	1

### Stakeholder reference groups and internal working groups

Committee	Councillors	Officers
Arch of Victory/ Avenue of Honour Stakeholder Reference Group	1	1
Ballarat Airport/ Aerodrome Stakeholder Reference Group	1	1
Ballarat Major Events Precinct Stakeholder Reference Group	2	1
Community Safety Internal Working Group	2	1
Integrated Transport Working Group	3	1
Lake Learmonth Stakeholder Reference Group	1	1
Lake Wendouree and Gardens Stakeholder Reference Group	2	1
Tourism Events Stakeholder Reference Group	2	1

### Other groups and organisations

Committee	Councillors	Officers
Art Gallery of Ballarat Board	1	1
Australian Local Government Women's Association (ALGWA)	2	0
Central Highlands Mayors' and CEOs' Forum	1	1
Central Victorian Greenhouse Alliance	1	1
Commerce Ballarat	1	1
Committee for Ballarat	1	1
Grampians Central West Waste and Resource Recovery Group	1	2
Local Learning Education Network	1	1
Municipal Association of Victoria (MAV)	2	1
MAV Rural South Central Region Group	2	1
Regional Capitals Australia (Board)	1	1
Regional Cities Victoria	1	1
Regional Sustainability Alliance	1	0
World League of Historical Cities (Board)	1	1

### Committees established under other Acts

Committee	Councillors	Officers
Coghills Creek/ Glendaruel Cemetery	All	1
Learmonth Cemetery	All	1
Municipal Fire Management Planning Committee	1	1

## Councillor allowances

In accordance with section 39 of the *Local Government Act 2020* Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor and Deputy Mayor are entitled to receive a higher allowance.

The Victorian Government sets the upper and lower limits for all Councillor allowances.

### Councillor allowances paid 1 July 2022–30 June 2023 (including superannuation)

Cr Des Hudson (Mayor from 7 November 2022)	\$94,906.74
Cr Amy Johnson (Deputy Mayor)	\$61,115.94
Cr Daniel Moloney (Mayor until 7 November 2022)	\$64,198.02
Cr Belinda Coates	\$36,873.36
Cr Peter Eddy	\$36,873.36
Cr Tracey Hargreaves	\$36,873.36
Cr Mark Harris	\$36,873.36
Cr Samantha McIntosh	\$33,875.70
Cr Ben Taylor	\$36,873.36

## Councillor expenses

### Councillor Reimbursements 2022/23

Councillor	Travel expenses	Information and communication	Conference and training
Cr Des Hudson	\$2,824.22	\$948.55	\$218.19
Cr Amy Johnson	\$1,666.18	\$1,664.37	\$4,533.72
Cr Belinda Coates	\$1,021.76	\$471.74	\$2,371.19
Cr Ben Taylor	\$904.73	\$471.74	\$1,753.65
Cr Daniel Moloney	\$3,972.16	\$471.74	\$1,794.98
Cr Mark Harris	\$31.82	\$300.92	
Cr Peter Eddy		\$471.75	\$734.30
Cr Samantha McIntosh	\$1,958.69	\$1,360.52	\$2,696.16
Cr Tracey Hargreaves		\$471.74	

**Travel expenses** includes travel, accommodation and similar expenses incurred by the Mayor and Councillors when performing their duties as required. This includes local, interstate and international travel on behalf of Council. Representation of the Mayor and Councillors at local, national and international levels is an important part of developing, communicating and implementing Council policy. This also includes travel expenses related to attending meetings, representations, conferences and training.

**Car mileage** includes kilometres travelled and claimed by Councillors in the performance of their role.


**Childcare** includes the cost of childcare expenses incurred by Councillors for their immediate family necessary to undertake their role.

**Information and communication** includes the costs of purchase and network charges of telecommunication and technology provided to Councillors, which may include a mobile telephone, laptop and tablet. Network charges may vary for each Councillor depending on their usage. Digital newspaper subscriptions are also included.

**Conference and training** includes the costs for attendance at accredited and non-accredited training run by training providers, peak bodies and related organisations and groups, courses, seminars, conferences and similar events, professional development, memberships and materials. All conferences and training must relate to the role and duties of Councillor. Attendance at local community networking and fundraising activities are also included.





 Members of the City of Ballarat Street Cleaning Team at work in Durham Street, Newington.



## Service performance indicators

The following provides the results of the prescribed service performance indicators and measures and includes an explanation of the results.

Governance – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Transparency</b> <b>G1 - Council decisions made at meetings closed to the public</b> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	16.62%	3.28%	2.53%	2.74%	Council continues its commitment to strong transparency making a majority of decisions in public meetings with only six decisions made in camera out of a total of 219 made in 2022/23.
<b>Consultation and engagement</b> <b>G2 - Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	63.00	55.40	51.00	49.00	This outcome is in line with the 2023 results for Victorian regional centres.
<b>Attendance</b> <b>G3 - Councillor attendance at Council meetings</b> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.24%	95.68%	97.78%	99.21%	There were eight leaves of absences granted and only one apology received for the 14 Council meetings held in 2022/23.
<b>Service cost</b> <b>G4 - Cost of governance</b> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$47,305.35	\$42,366.25	\$49,054.33	\$52,345.47	Councillor allowances are independently reviewed and generally increased annually. This review is now undertaken by the Victorian Independent Remuneration Tribunal.
<b>Satisfaction</b> <b>G5 - Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	61.10	58.00	53.00	49.00	This outcome is in line with the 2023 results for Victorian regional centres.

## Management

The City of Ballarat has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. In accordance with the *Local Government Act 2020* the City of Ballarat's results against the prescribed governance and management checklist are set out below. The following items have been highlighted as important components of the City of Ballarat's management framework.

### Audit and Risk Committee

The Audit and Risk Committee provides oversight and monitors the City of Ballarat's effectiveness in carrying out its responsibilities in relation to maintaining accountable financial management, good corporate governance, an effective system of internal control and risk management and fostering an ethical environment. The committee meets at least four times a year. Recommendations from the committee are reported to and considered by Council.

#### Committee members

- John Watson (Chair)
- Linda McNeill (Resigned 18 June 2023)
- Jason Hargreaves
- Jeff Rigby
- Cr Daniel Moloney  
(24 November 2021 – 14 December 2022)
- Cr Des Hudson, Mayor  
(14 December 2022 – 30 June 2023)
- Cr Amy Johnson, Deputy Mayor
- Cr Mark Harris

### Internal audit

In the 2022/23 financial year, the following reviews were conducted by the City of Ballarat's Internal audit provers, Crowe, and all reports were completed:

- Asset Management
- Human Resources Management
- Management of Contaminated Land
- Occupational Health and Safety - Staff

### External audit

The City of Ballarat is externally audited by the Victorian Auditor General. In the 2022/23 financial year the annual external audit of the City of Ballarat's Financial Statements and Performance Statement was conducted by the Victorian Auditor General's representative. The external auditors attend a number of Audit and Risk Committee meetings during the year to present the Annual Financial Statements and Performance Statement. The external audit management letter and responses are also provided to the Audit and Risk Committee.



## Governance and management checklist

- The Act refers to the *Local Government Act 2020* unless otherwise specified

Governance and Management Item	Assessment
<b>Community Engagement Policy</b> (policy outlining the City of Ballarat's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act - 24/02/2021
<b>Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation - 24/02/2021
<b>Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act - 27/10/2021
<b>Asset Plan</b> (plan that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act - 22/06/2022
<b>Revenue and Rating Plan</b> (plan setting out the rating structure to levy rates and charges)	Adopted in accordance with section 93 of the Act - 23/06/2021
<b>Annual Budget</b> (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act - 28/06/2023
<b>Risk policy</b> (policy outlining the City of Ballarat's commitment and approach to minimising the risks to the City of Ballarat's operations)	Current policy in operation - 18/05/2022
<b>Fraud policy</b> (policy outlining the City of Ballarat's commitment and approach to minimising the risk of fraud)	Current policy in operation - 18/05/2022
<b>Municipal Emergency Management Plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> - 21/08/2019
<b>Procurement policy</b> (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the City of Ballarat)	Adopted in accordance with section 108 of the Act - 26/04/2023
<b>Business Continuity Plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation 12/07/2022 <i>BCPs for Council's 13 critical services are completed.</i>
<b>Disaster Recovery Plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation - 29/05/2021 <i>A consultant has been engaged to assist with the review of the City of Ballarat's Disaster Recovery Plan</i>
<b>Risk Management Framework</b> (framework outlining the City of Ballarat's approach to managing risks to the organisations operations)	Current framework in operation - 18/05/2022
<b>Audit and Risk Committee</b> (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act - 12/08/2020
<b>Internal audit</b> (independent accounting professionals are engaged to provide analyses and recommendations aimed at improving the City of Ballarat's governance, risk and management controls)	Internal auditor engaged - 11/07/2022, 03/10/2022, 06/03/2023, 01/08/2023, 20/02/2023
<b>Performance Reporting Framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation - 1/04/2021



Governance and Management Item	Assessment
<b>Council Plan report</b> (report reviewing the performance of the City of Ballarat against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report Reported to Council on the following dates: 23/11/2022, 22/02/2023, 24/05/2023
<b>Quarterly Budget reports</b> (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act Reported to Council on the following dates: 22/9/21 - In Principle Statements 24/11/21 - Quarter 1 23/2/22 - Quarter 2 25/5/22 - Quarter 3
<b>Risk reporting</b> (six-monthly reports of strategic risks to the City of Ballarat's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Presented to the Audit and Risk Committee on the following dates: 07/09/2022, 07/12/2022, 01/03/2023, 07/06/2023
<b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared
<b>Annual Report</b> (under sections 98 and 99 of the Act containing a report of operations and audited financial performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act - 26/10/2022
<b>Councillor Code of Conduct</b> (code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act - 24/02/2021
Delegations (documents setting out the powers, duties and functions of the City of Ballarat and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act  C4 - 01/12/2021 C7 - 02/12/2021 S5 - 24/11/2021 S5A - 07/06/2023 S6 - 26/04/2023 S7 - 06/06/2023 S11 - 18/05/2023 S13 - 06/06/2023 S12 - 16/09/2022 S14 - 23/12/2022 S15 - 24/11/2021 S17 - 03/12/2021 S18 - 28/07/2021 S11B - 28/06/2023
Meeting procedures (City of Ballarat Governance Rules governing the conduct of meetings of Council and delegated committees)	City of Ballarat Governance Rules adopted in accordance with section 60 of the Act - 24/08/2022

I certify that this information presents fairly the status of the City of Ballarat's governance and management arrangements.

*Evan King*

**Evan King**  
Chief Executive Officer  
Dated: 20/10/2023

*Cr Des Hudson*

**Cr Des Hudson**  
Mayor, City of Ballarat  
Dated: 20/10/2023

## Statutory Information

The following information is provided in accordance with legislative and other requirements applying to the City of Ballarat.

### Carer's Recognition

The following information is provided in accordance with section 11 of the Carers Recognition Act 2012. In 2022/23 Council has taken all practicable measures to comply with its responsibilities under the Act including the following actions:

- Promoting local supports and events available for carers during Carer's Week
- Offering free access to Aquatic Centre for unpaid carers during Carer's Week
- Promoting the online Carer Friendly training module to staff
- Promoting Carer obligations under the Act to all staff
- Informing all Customer Service staff of the local carers service providers

### Documents available for public inspection

The City of Ballarat's Public Transparency Policy drives good governance and reinforces the importance of open and accountable conduct. It provides guidance about how City of Ballarat information is to be made available publicly. For more information visit [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

In accordance with section 135(3)(a)(b) of the *Local Government Act 2020* a summary of Public Interest returns is available on the City of Ballarat's website at [ballarat.vic.gov.au](http://ballarat.vic.gov.au) and is also available for inspection at the City of Ballarat's office as listed on the back cover of this document.

### Disability Access and Inclusion Plan

The following is provided in accordance with section 38 of the Disability Act 2006. During 2022/23 the City of Ballarat facilitated a Disability Advisory Committee and together developed a new Disability Access and Inclusion Plan for the next four years.

The following key actions were implemented in 2022/23:

- Development of the City of Ballarat Disability Access and Inclusion Plan 2022–2026 and two-year action plan
- Community event held for International Day of People with Disability
- Access and inclusion training module being embedded in onboarding processes for all new Council Officers
- The introduction of a new category in the Commerce Ballarat Business Excellence Awards that recognises businesses for their commitment to access and inclusion
- Improvements to access and inclusion in City of Ballarat facilities and services, including planned infrastructure, events, programming, and public spaces

### Domestic Animal Management Plan

The following information is provided in accordance with section 68A of the *Domestic Animals Act 1994*.

The following key actions were implemented in 2022/23:

- Development and implementation of a yearly communication plan to ensure that we communicate state legislative changes to the community and provide ongoing responsible pet ownership education
- Implementation of a cat trapping program, working closely with local wildlife rescue and carers to identify problem areas, and the development of a cat education and nuisance policy, including commencement of work on community consultation for a potential 24-hour cat curfew
- Increased daily mandatory patrols of areas where dogs were reported off-lead and development of an education program on the location of designated off-lead spaces in Ballarat
- Continued relationship with the National Desexing Network
- Delivery of responsible pet ownership education sessions for primary school students through the D-A-S-H (Dynamic, Active, Safe, Healthy) program
- Delivery of regular responsible pet ownership education sessions at the Ballarat Drug Court
- Commencement of successful prosecutions of Prevention to Cruelty to Animals Act 1986 with the Ballarat Magistrates' Court
- Ongoing behavioural modification programs at the Ballarat Animal Shelter to increase successful re-homing for dogs and cats

### Food Act Ministerial Directions

The following information is provided in accordance with section 7E of the *Food Act 1984*. No Ministerial Directions were received by the City of Ballarat in the 2022/23 financial year.

### Road Management Act Ministerial Directions

The following information is provided in accordance with section 22 of the *Road Management Act 2004*. No Ministerial Directions were received by the City of Ballarat in the 2022/23 financial year.

### Public Interest Disclosure procedures

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Further information about the application of this Act including how to make a disclosure is available at [ballarat.vic.gov.au/public-interest-disclosures](http://ballarat.vic.gov.au/public-interest-disclosures)

There were no disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) in the 2022/23 financial year.



## Contracts

The City of Ballarat issued 33 tenders in the 2022/23 financial year covering the following service categories: events services; marketing services; community services; consultancy and other work; capital and infrastructure works; operational services; technology and other initiatives.

As per Council's procurement policy, contracts above \$300,000 should follow a market engagement type of a tender. The table below provides details of the 33 contracts entered into via this type of market engagement.

Contract Title	Award Amount (ex GST)
Dowling Road Reconstruction (Blind Creek Road to North)	\$706,552.19
Heavy Plant - Compactor Quantity Two	\$1,883,776.00
Bakery Hill Redevelopment Civil Works and Landscaping	\$11,140,933.00
Bakery Hill Redevelopment Playspace Design & Construct	\$956,433.00
Leith Street Reconstruction (Skipton Street to Yarrowee Parade)	\$1,191,941.70
Ripon Street South shoulder construction and associated works from Sturt Street to Dana Street	\$327,394.90
City Safe Taxi Rank Security Services	Schedule of Rates
Sebastopol Community Hub Project - Detailed Design	\$426,414.00
Asphalt Patching and Overlay - Minor Works - Panel	Schedule of Rates
Havelock Street Reconstruction (Walker Street to Landsborough Street)	\$478,582.00
Mt Clear Cricket Nets and Netball Court Lighting	\$601,232.00
Landscaping Botanical Gardens Fernery	\$715,086.71
Yarrowee River Access - Construction	\$720,911.63
Alfredton Community Hub Construction	\$6,457,305.00
Ligar Street Road and shoulder Rehabilitation from Walker Street to Landsborough Street Ballarat North	\$460,600.60
Major Patching and Asphalt Overlay	\$2,154,431.30
Coghills Creek Road widening from Pickfords Road for 1.5km	\$740,676.43
Pleasant Street Soccer Pitch Renewal	\$1,089,341.11
Rowan View Pre-School Upgrade	\$1,402,094.26
CHSP Home Maintenance/Modifications	Schedule of Rates
Building Services for the Redevelopment of the Ballarat Central Library	\$5,689,031.00
Badminton Roof Renewal	\$497,000.00
Whitehorse Former Landfill Construction Works-Landfill Capping/Rehabilitation Works	\$691,585.46
Learmonth/Alfredton Netball Courts	\$1,417,299.00
Ring Road and Gregory Street Intersection Upgrade	\$1,138,912.29
Urban Forest Project Street Tree Planting	Schedule of Rates
Construction of Ballarat Airport Runway	\$5,406,645.87
Her Majestys Theatre Stage Three	\$11,934,623.00
Tate Street Reconstruction	\$2,040,902.56
Eureka Street/Warrenheip Road/Navigators Road Roundabout Construction	\$1,049,022.49
Car Park Construction Brace Site for Havelock Street Ballarat	\$373,542.80
St Patricks Point Wendouree Car Park Access and Upgrade	\$595,111.30
Grenville Street Bike Path Construction	\$515,388.29

## Infrastructure and development contributions

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987* details about infrastructure and development contributions including levies and works in kind must be disclosed in the annual report. The City of Ballarat does not currently have any infrastructure contributions plans. The Ballarat West Development Contributions Plan is the City of Ballarat's only Development Contributions Plan in operation in the 2022/23 financial year and is disclosed below.

### Ballarat West Development Contributions Plan (DCP)

Total DCP levies received in the 2022/23 financial year

DCP name and year approved	Levies received
Ballarat West DCP (2014)	\$6,041,094.23
<b>Total</b>	<b>\$6,041,094.23</b>

DCP land, works, services or facilities accepted as works-in-kind in the 2022/23 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value
Ballarat West DCP (2014)	DI_DR_C/O	Construction of Drainage Scheme in sub-catchment C/O (sub-precinct 4)	Drainage	\$2,841,701.87
Ballarat West DCP (2014)	DI_DR_KL	Construction of Drainage Scheme in sub-catchment KL (sub-precinct 4)	Drainage	\$2,371,496.63
Ballarat West DCP (2014)	DI_DR_U/Z	Construction of Drainage Scheme in sub-catchment U/Z (sub-precinct 2)	Drainage	\$1,498,731.83
Ballarat West DCP (2014)	DI_LA_14	Western Link Road - Stage 2b land acquisition	Road construction	\$250,800.00
Ballarat West DCP (2014)	DI_LA_22	Land for new north-south road (sub-precinct 2)	Road construction	\$575,550.00
Ballarat West DCP (2014)	DI_LA_23	Land for widening of Greenhalghs Road	Road construction	\$60,000.00
Ballarat West DCP (2014)	DI_LA_BIO	Acquisition of land for biofilter	Drainage	\$337,750.00
Ballarat West DCP (2014)	DI_LA_RB4	Acquisition of land for Retarding Basin 4	Drainage	\$324,400.00
Ballarat West DCP (2014)	DI_LA_RB5	Acquisition of land for Retarding Basin 5	Drainage	\$261,800.00
Ballarat West DCP (2014)	DI_RD_12	New north-south road construction (sub-precinct 2 southern section)	Road construction	\$1,192,520.71
<b>Total</b>				<b>\$ 9,714,751.04</b>

Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP name and year approved	Total levies received	Total levies expended	Total works-in-kind accepted	Total DCP contributions received (levies and works-in-kind)
Ballarat West DCP (2014)	-	-	-	-
<b>Total</b>	-	-	-	-

Land, works, services or facilities delivered in the 2022/23 financial year from DCP levies collected

Project ID and description	DCP name and year approved	DCP fund expended	Works-in-kind accepted	City of Ballarat's contribution	Other contributions	Total project expenditure	Percentage of item delivered*
DI_JNC_04 Greenhalghs Road / New north-south road (north) roundabout	Ballarat West DCP (2014)	\$16,473.53	\$0.00	\$0.00	\$0.00	\$16,473.53	1.30%
DI_RD_15 Greenhalghs Road upgrade - central section	Ballarat West DCP (2014)	\$16,691.03	\$0.00	\$0.00	\$0.00	\$16,691.03	0.79%
DI_RD_14 Greenhalghs Road upgrade - western section	Ballarat West DCP (2014)	\$16,811.03	\$0.00	\$0.00	\$0.00	\$16,811.03	2.68%
DI_DR_BU/CP Construction of Drainage Scheme in sub-catchment BU/CP (sub-precinct 1)	Ballarat West DCP (2014)	\$300,762.00	\$0.00	\$0.00	\$0.00	\$300,762.00	2.33%
DI_CF_4 Construction of Early Years Hub - DIL component - NAC (sub-precinct 4)	Ballarat West DCP (2014)	\$536,136.60	\$0.00	\$0.00	\$0.00	\$536,136.60	22.03%
CI_CF_6 Construction of NAC level 1 multi-purpose community centre - community centre area - CI component (sub-precinct 4)	Ballarat West DCP (2014)	\$117,938.35	\$0.00	\$0.00	\$1,125,000.00	\$1,242,938.35	22.03%
DI_RD_22 Tait Street upgrade	Ballarat West DCP (2014)	\$2,095,434.84	\$0.00	\$0.00	\$0.00	\$2,095,434.84	62.63%
<b>Total</b>		<b>\$3,100,247.38</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,125,000.00</b>	<b>\$4,225,247.38</b>	

\*Calculated as expenditure over total project costs



# Our organisation

## Executive leadership reporting structure

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2021–2025.

In February 2023 an organisational realignment was completed. This saw the establishment of a new directorate called 'Economy, Experience and Commonwealth Games'.\*



**MATTHEW WILSON****Director**

### COMMUNITY WELLBEING

#### Engaged Communities

- Health and Social Planning
- Community Participation
- Intercultural Services
- Municipal Emergency Management

#### Libraries and Lifelong Learning

- Library Services

#### Ageing Well

- Community and Home Support
- Meals on Wheels

#### Family, Youth and Children's Services

- Child Health
- Children's Services
- Early Childhood Partnerships
- Administration
- Stakeholder Engagement
- Youth Development

#### Recreation Services

- Infrastructure
- Planning
- Facilities
- Ballarat Aquatic and Lifestyle Centre (BALC)

**BRIDGET WETHERALL****Director**

### INFRASTRUCTURE AND ENVIRONMENT

#### Infrastructure

- Asset Management
- Survey and Design
- Infrastructure Delivery
- Construction
- Development engineering
- Traffic and Transport
- Capital Program

#### Operations

- Parks and Gardens
- Road Maintenance

#### Property and Facilities Management

- Property Management
- Facilities Management

#### Waste and Environment

- Sustainable Environment
- Circular Economy
- Waste and Street Cleaning Operations
- Landfills and Transfer Station

#### Major Projects

#### Project Management Office (Interim)

**JOHN HAUSLER****Director**

### CORPORATE SERVICES

#### Financial Services

- Accounting Services
- Accounts Receivable
- Accounts Payable

#### Business Improvement

#### Information Services

- Core Systems Support
- Infrastructure Services
- ICT Customer Support
- Business Systems Support
- ICT Governance

#### Fleet Management

- Heavy Plant and Equipment
- Light Fleet

#### Revenue and Procurement

- Revenue
- Procurement

#### Customer Experience

#### People and Culture

- Workplace Relations
- Organisational Development
- Payroll

#### Governance and Risk

- Governance
- Risk and Insurance
- OHS/mySafety
- Compliance
- Council meetings

**MARTIN DARCY****Director****ECONOMY,  
EXPERIENCE AND  
COMMONWEALTH  
GAMES\*****Economic Growth**

- Economic Growth
- Investment Lead
- Airport

**Visitor Economy**

- Visitor Economy
- Marketing

**Arts and Events**

- Events
- Her Majesty's Theatre
- Eureka Centre
- Creative City

**Art Gallery of Ballarat**

\* Following the cancellation of the Commonwealth Games, this directorate has been renamed 'Economy and Experience'.



Sunrise over Lake Wendouree.



## Staff profile

**A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender as at 30 June 2023**

Employee Type/ Gender	Community Wellbeing		Corporate Services		Development and Growth		Economy and Experience		Infrastructure and Environment		Office of the CEO		Total Staff	Total FTE
	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE		
Permanent FT-F	61	61	47	47	44	44	30	30	37	37	9	9	228	228
Permanent FT-M	22	22	39	39	35	35	18	18	198	198	8	8	320	320
Permanent FT-X	1	1											1	1
Permanent PT-F	151	101.63	13	9.26	64	25.67	12	8.95	7	5.12	3	2.42	250	153.1
Permanent PT-M	15	8.28			29	9.37	4	2.97	2	1.49			50	22.1
Permanent PT-X	1	0.47											1	0.5
Casual - F	145	33.27	8	4.93	14	5.04	39	8.58	2	0.73	2	0.63	210	53.2
Casual - M	51	12.24	1	0.49	13	2.7	15	5.03			2	0.13	82	20.6
Casual - X							3	1.03					3	1.03
<b>Total</b>	<b>447</b>	<b>239.89</b>	<b>108</b>	<b>100.68</b>	<b>199</b>	<b>121.78</b>	<b>121</b>	<b>74.56</b>	<b>246</b>	<b>242.34</b>	<b>24</b>	<b>20.18</b>	<b>1145</b>	<b>799.4</b>

FTE = Full Time Equivalent FT = Full-Time PT = Part-Time F = Female M = Male X = Self-described gender

## Organisational culture improvement program

The City of Ballarat's The Way Forward program aims to improve organisational culture. The 16-point action plan was released as part of the Governance and Culture Assessment Review completed in January 2021. It outlines key actions to be implemented across the organisation.

Key achievements include the development of a Workforce Plan and Gender Equality Action Plan,

the review and reinforcement of Codes of Conduct for staff and councillors and the promotion and application of principles of accountability.

In addition to the 16-point action plan, business unit managers lead staff engagement sessions to develop actions to improve and further build on the positive culture. Progress is being measured through regular Pulse Surveys.

ACTION	STATUS
1. Develop a Workforce Strategy (Plan) in line with legislative responsibilities	Completed
2. Develop a Gender Equality Action Plan	Completed
3. Develop an ongoing Communications Strategy (Plan)	Due to be completed by Quarter 3 2022
4. Ensure physical working conditions meet Occupational Health & Safety (OHS) and COVID-19 standards	Completed
5. Continue best practice employee relations	Ongoing*
6. Promote and apply principles of accountability and delivery outcomes	Ongoing*
7. Review, educate and reinforce Codes of Conduct for staff and councillors	Completed
8. Educate and reinforce role boundaries for staff and councillors	Completed
9. Review and reinforce social media policies for staff and councillors	Completed
10. Ensure the organisation operates cohesively through joint goals and accountabilities for senior staff	Completed
11. Develop a coordinated approach to professional development based on continuous learning principles	Completed
12. Develop and deliver a 21st century leadership program for senior staff	Completed
13. Recognise and adhere to the Positive Duty Obligation in line with legislative responsibilities for OHS, risk management and compliance requirements	Completed
14. Develop a glossary of terms to promote common understanding and awareness	Completed
15. Ensure procurement, probity and procedures are revised and upheld on a regular basis	Completed
16. Understand and apply best practice issues management practices	Completed

\* Ongoing review and implementation across the organisation

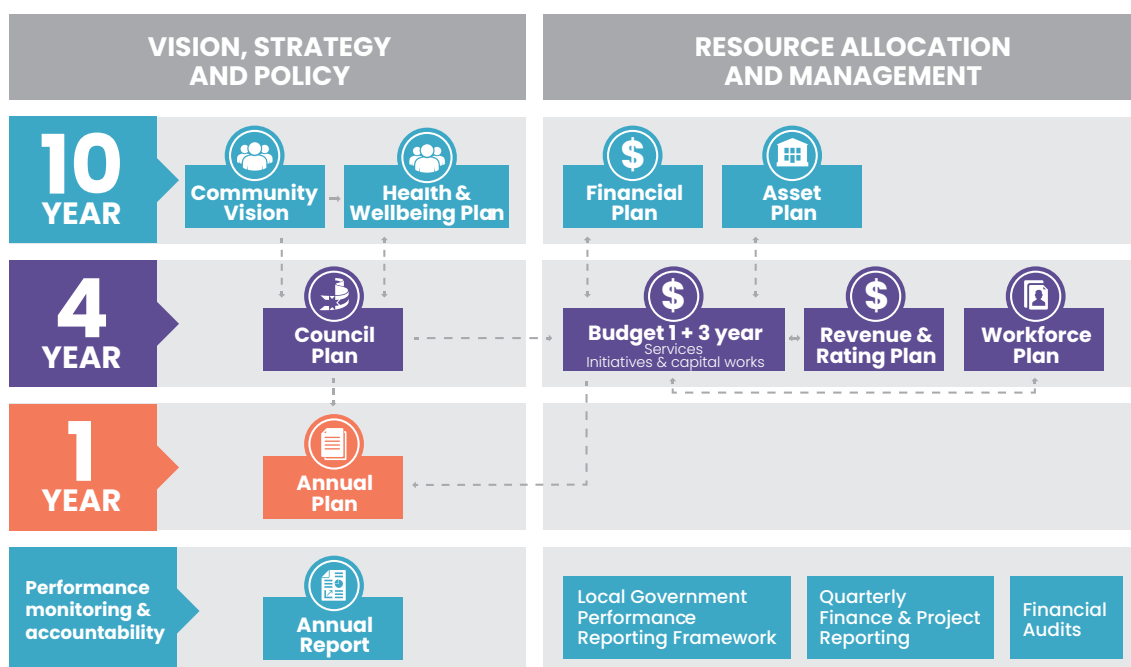


📷: Ballarat Library at Town Hall has been a huge success in 2023.



# Our performance

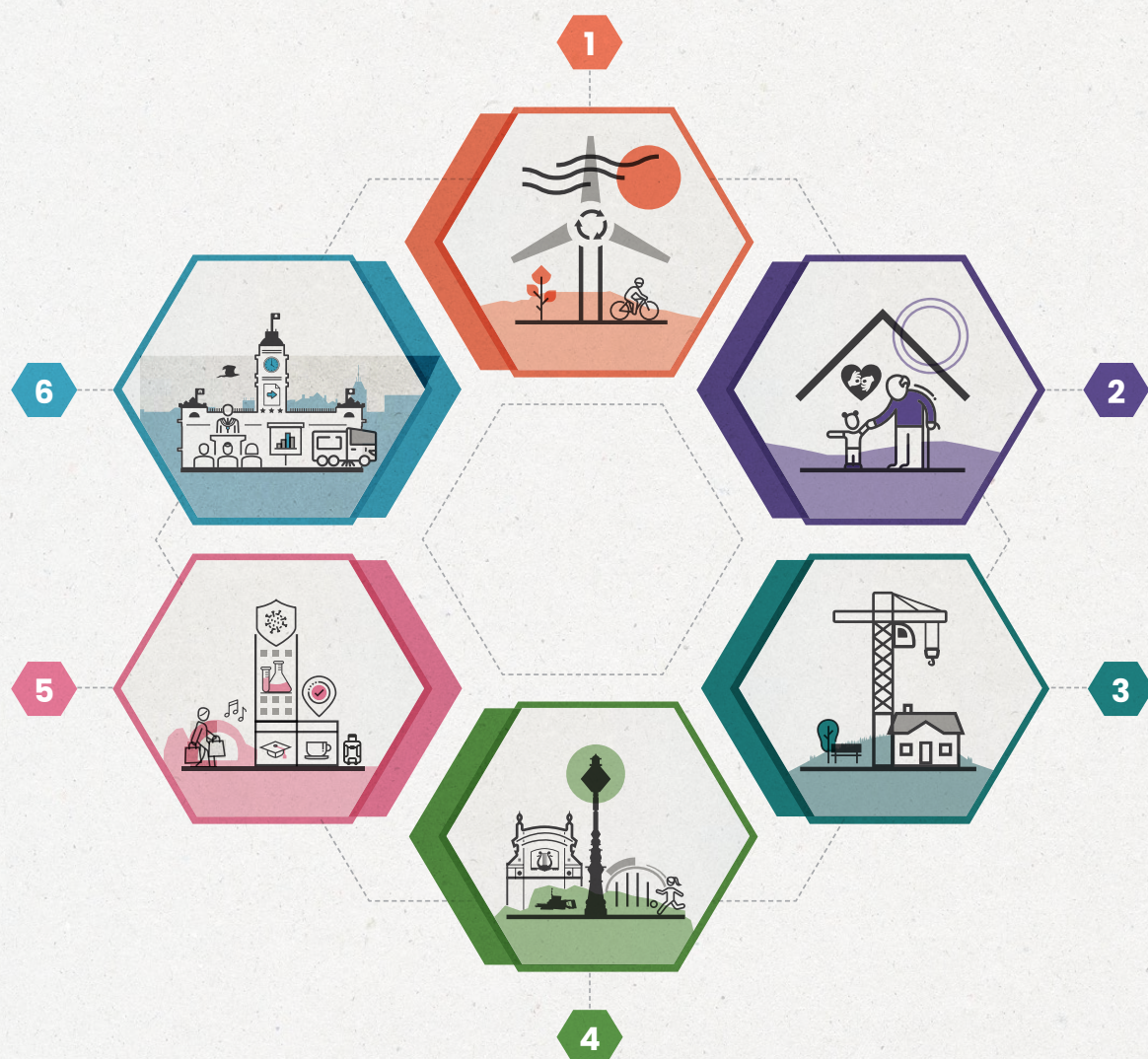
## Integrated strategic planning framework



### The City of Ballarat's performance for the 2022/23 financial year is reported below as follows:

- Results achieved in relation to the strategic indicators in the Council Plan 2021–2025
- Progress in relation to the major initiatives identified in the 2022/23 Budget
- Services funded in the 2022/23 Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures

## Council Plan 2021–2025: Goals



GOALS	
1. An environmentally sustainable future	4. A city that conserves and enhances our natural and built assets
2. A healthy, connected and inclusive community	5. A strong and innovative economy and city
3. A city that fosters sustainable growth	6. A Council that provides leadership and advocates for its community

## Strategic indicators

The following reports on our performance against the Council Plan 2021–2025.

Goal 1 – An environmentally sustainable future				
Strategic indicator	Period	Value	Target	Comments
An increase in the number of trees in the City of Ballarat's asset management system	Data collected Jun 2022	78,335	Increase	Target achieved
	Data collected Jun 2023	80,725		
An increase in behind the meter renewables	Data collected Jun 2022	300.5 kW	Increase	Target not achieved - contractors have been appointed to install additional solar systems to be completed in 2023/24 FY
	Data collected Jun 2023	300.5 kW		
An increase in the number of green spaces	Data collected Jun 2022	360	Increase	Target achieved
	Data collected Jun 2023	371		
An increase in the diversion rate of kerbside waste	2021/22FY	41.5%	Increase	Target achieved
	2022/23FY	43.4%		
A decrease in waste consumption per capita	2021/22FY	208 kg	Decrease	Target achieved
	2022/23FY	194 kg		
A decrease in corporate emissions	2020/21FY	35.5 tCO <sub>2</sub> e	Decrease	Based on most recent data available - target achieved, with decrease primarily due to Victorian Energy Collaboration (VECO) offsets
	2021/22FY	26.4 tCO <sub>2</sub> e		
A decrease in municipal emissions	2019/20FY	1,416,000 tCO <sub>2</sub> e	Decrease	Based on most recent data available – shows target was achieved compared to the previous year
	2020/21FY	1,357,000 tCO <sub>2</sub> e		
An increase in usage of key active transport trails		Data not available	Increase	Target achieved – counting devices are being trialed to provide results for comparison (first time data was collected – new automated counters have been installed in Steinfeld, Macarthur and Sturt Streets)



<b>Goal 2 – A healthy, connected and inclusive community</b>				
<b>Strategic indicator</b>	<b>Period</b>	<b>Value</b>	<b>Target</b>	<b>Comments</b>
An increase in the percentage of the population that are active library borrowers	2021/22FY	8.9%	Increase	Target achieved
	2022/23FY	10.8%		
100% of required food safety assessments undertaken	Data collected Jan-Dec 2021	77.9%	100%	Impacted by shortages of skilled resources
	Data collected Jan-Dec 2022	74.1%		
An increase in the percentage of children enrolled who participate in the Maternal and Child Health service	2021/22FY	73%	Increase	Target not achieved - MCH participation has remained relatively consistent across the past 5 years with minor annual fluctuations
	2022/23FY	72%		
Staff participation in cultural awareness training	Data collected Jun 2023	70%	100%	Target achieved – this program was introduced as a pilot in 2022 and is ongoing and mandatory from 2023
An increase in participation in library learning programs	2021/22FY	8,077	Increase	Significant increase achieved due to more programs being delivered across more venues (library branches, outreach and community partner venues) and removal of COVID restrictions
	2022/23FY	17,164		
An increase in community perception of Ballarat being a safe place to live	Survey date Mar 2021	7.3	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.5		

Goal 3 – A city that fosters sustainable growth				
Strategic indicator	Period	Value	Target	Comments
Planning applications decided within 60 days	2021/22FY	56.3%	80%	Target not achieved – staff turnover has impacted capacity and service delivery
	2022/23FY	42.8%		
VicSmart applications decided within 10 days	2021/22FY	54%	80%	Target not achieved – staff turnover has impacted capacity and service delivery
	2022/23FY	43.4%		
A percentage increase of households with access to public transport within 400m	Data collected Jun 2022	79%	Increase	Target achieved
	Data collected Jun 2023	85%		
A percentage increase of households with access to greenspace within 400m	Data collected Jun 2022	89.7%	Increase	Target achieved
	Data collected Jun 2023	90.2%		
A percentage increase of infill development	Data not available	Data not available	Increase	Data not available - a method to define and calculate infill development has not been determined, with a project underway to resolve this for future reporting

Goal 4 – A city that conserves and enhances our natural and built assets				
Strategic indicator	Period	Value	Target	Comments
Over 100 percent asset renewal and upgrade as a percentage of depreciation	2021/22FY	112%	over 100%	Target achieved
	2022/23FY	100%		
A decrease in sealed local road requests per 100km of sealed local roads	2021/22FY	125.9	Decrease	Target achieved
	2022/23FY	178.2		
An increase in community satisfaction with sealed local roads	Survey date Mar 2022	41	Increase	This decrease is in line with the overall fall in score for all Victorian councils that participated in the 2023 Community Satisfaction Survey (CSS) – this forms a trend from the 2022 CSS results, where three quarters of participating councils received lower overall performance scores than in the 2021 CSS
	Survey date Mar 2023	37		
An increase in community satisfaction for 'is Ballarat easy to cycle and walk around in?'	Survey date Mar 2021	7.8	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.4		

Goal 5 – A strong and innovative economy and city				
Strategic indicator	Period	Value	Target	Comments
A strong and innovative economy and city - domestic one day trips market share	Data collected Jan-Dec 2021	5.4%	Increase	Target achieved
	Data collected Jan-Dec 2022	5.6%		
A strong and innovative economy and city - overnight stays market share	Data collected Jan-Dec 2021	4.6%	Increase	Target not achieved – despite a strong return of day visitors the City of Ballarat did not perform as strongly as other areas in Regional Victoria for overnight stays
	Data collected Jan-Dec 2022	4.4%		
An increase in community satisfaction for ‘good local shopping’	Survey date Mar 2021	7.8	Increase	Target not achieved – survey methodology changed in 2023 and may be partly responsible for the variance
	Survey date Mar 2023	6.5		
An increase in Gross Regional Product equivalent to or exceeding State Gross Regional Product	2020/21FY	\$7.5B	Increase	Based on most recent data available – shows target was achieved compared to the previous year
	2021/22FY	\$8.3B		
An increase in the number of creative businesses	Data collected Sep 2022	1,057	Increase	Target achieved - based on 'self-reported creatives' data from Creative City database (data used changed from last year)
	Data collected Jun 2023	1,587		
An increase in the number of local jobs	Census date Aug 2016	48K	Increase	Target achieved - based on most recent Census data available
	Census date Aug 2021	57K		
An increase in the number of new businesses registered in Ballarat	Data collected June 2021	8,857	Increase	Based on most recent ABS data available – shows target was achieved compared to the previous year
	Data collected June 2022	9,729		



Goal 6 – A Council that provides leadership and advocates for its community				
Strategic indicator	Period	Value	Target	Comments
An increase in community satisfaction with community consultation and engagement	Survey date Mar 2022	51	Increase	This decrease is in line with the overall fall in score for all Victorian councils that participated in the 2023 Community Satisfaction Survey (CSS) – this forms a trend from the 2022 CSS results, where three quarters of participating councils received lower overall performance scores than in the 2021 CSS
	Survey date Mar 2023	49		
100 per cent of staff to have completed mandatory training	2021/22 FY	56%	100%	Target not reached, however an increase achieved compared to the previous year – mandatory training is to continue to be a key focus of management in 2023/24
	2022/23 FY	70%		
Achieve a low risk rating in four of the seven financial sustainability indicators	Data not available	Data not available	N/A	VAGO is no longer applying risk ratings to these indicators
An equal percentage of gender in new employee hires	2021/22FY	61% female	50% female; 50% male	Achieved within 1% of target
	2022/23FY	51% female		
An increase in projects using smart technology	2021/22FY	40	Increase	Target achieved - new water quality sensors and people counters on walking tracks
	2022/23FY	45		
An increase in the number of open data sets released	Data collected Jun 2022	67	Increase	Target achieved
	Data collected Jun 2023	84		



 The newly upgraded Steinfeld Street shared path has proven popular with residents.

## Major initiatives

The following reports on our progress in the 2022/23 financial year in relation to major initiatives identified in the 2022/23 Budget.

Goal 1 – An environmentally sustainable future	Progress in 2022/23
<b>Street tree planting program</b>	The 2022/23 Street tree planting program has been completed with approximately 1,600 trees planted across the municipality.
<b>Continue solar installation at Council facilities</b>	We continue to support and provide advice on solar installation through supporting the waste as part of the implementation of the Carbon Neutrality and 100% Renewables Action Plan.

Goal 2 – A healthy, connected and inclusive community	Progress in 2022/23
<b>Wendouree Community Recreation Precinct</b>	This transformational project is complete. It delivered new soccer pitches and lighting, a new sporting pavilion comprising change rooms and a social space. It will be home for the Forest Rangers Soccer Club and the North Ballarat Cricket Club will also play matches at the venue. Additional community facilities will provide for the Wendouree Neighborhood Centre, Wendouree YMCA, Re-Cranked and the Men's Shed. We are delivering this project in partnership with the Federal and State Governments.
<b>Pleasant Street Soccer Pitch renewal</b>	This project is complete with the delivery of two new match pitches and a junior warm up pitch.
<b>Central Library upgrade</b>	Construction commenced in early 2023 on the revitalisation of the library which involves increasing floor space, developing a second story for public use and creating more welcoming and enriching learning spaces.  While the library is undergoing this transformation a pop-up library has been established at the Ballarat Town Hall, with approximately 33,000 people having used this library between November 2022 and 30 June 2023.



<b>Goal 3 – A city that fosters sustainable growth</b>	<b>Progress in 2022/23</b>
<b>Alfredton Community Hub</b>	Construction is underway on this new facility located in Ballymanus, which features a new kindergarten and community facilities.
<b>Growth Areas Framework Plan</b>	Development is underway on this plan which will then undergo a community consultation process. A planning scheme amendment will follow shortly after.
<b>Preparation of Precinct Structure Plans (PSP)</b>	Work to support the Victorian Planning Authority in the preparation of the Northern Growth Area PSP is ongoing.
<b>Housing Strategy</b>	This strategy has been drafted in 2022/23 ready to go through a community consultation process.

<b>Goal 4 – A city that conserves and enhances our natural and built assets</b>	<b>Progress in 2022/23</b>
<b>Royal Park (Buninyong) – Stage 2</b>	This project was reliant on additional external (State Government) funding which did not eventuate. The project is no longer progressing.
<b>Sebastopol Community Hub</b>	<p>This community facility includes a new community hall, three kindergarten rooms and four fit-for-purpose meeting spaces that will accommodate a diverse range of users. The community and stakeholder and concept planning processes have been completed.</p> <p>We are delivering this project in partnership with the Federal Government.</p>
<b>Cornish Street dam wall construction</b>	This project is currently in the final phase of design.

Goal 5 – A strong and innovative economy and city	Progress in 2022/23
<b>Ballarat Airport runway upgrade</b>	The majority of works have been completed on this project which includes extending the existing runway and other upgrades to allow larger aircraft to use the airport, increasing certainty for local businesses to expand their operations. We are delivering this project in partnership with the Federal Government.
<b>Her Majesty's Theatre Stage 3 and conservation works</b>	<p>Early works are underway on this project which involves refurbishment of the front- and back-of-house amenities for patrons, performers and staff including improved accessibility. We are delivering this project in partnership with the State Government.</p> <p>The project contract has been awarded and a significant portion of the demolition stage has been completed.</p>

Goal 6 – A Council that provides leadership and advocates for its community	Progress in 2022/23
<b>Advocate strongly for Priority Projects</b>	<p>Advocacy and lobbying is an ongoing priority for City of Ballarat. With both federal and state elections held in 2022/23, the City of Ballarat's Advocacy and Lobbying Team worked closely with the Mayor, CEO, Executive Leadership and Management Teams to promote Council's priority projects to all sides of politics, to key stakeholders, residents and businesses. More than \$181 million was secured for City of Ballarat projects that were directly advocated for. A further \$56.6 million was committed for two Victorian Government projects on Council's advocacy pipeline - Ballarat Railway Station DDA compliance (\$49.1 million) and Ballarat-Carngham Road design works (\$6.6 million).</p>

## Services

The following provides a description of the services funded in the 2022/23 Budget and the persons or sections of the community who are provided the service.

### Goal 1 – An environmentally sustainable future

Services	Service description
<b>Circular Economy</b>	Ballarat is embracing a transition towards a circular economy. The Circular Economy service provides programs to assist in the efficient use of materials and reducing the amount of waste going to landfill.
<b>Landfills and Transfer Station</b>	Landfills and Transfer Station includes operational costs for the transfer station, Ballarat Regional Landfill and closed landfills around Ballarat.
<b>Strategic Transport and Mobility</b>	Strategic Transport and Mobility includes the implementation of priority projects within the Integrated Transport Plan Implementation and Active Transport. The service is responsible for planning safer pedestrian connections across the CBD.
<b>Sustainable Environment</b>	Sustainable Environment is responsible for developing policy, strategic direction and implementation of environmental sustainability, integrated water management and other climate change initiatives across the municipality.
<b>Waste and Street Cleaning Operations</b>	Waste and Environment facilitate kerbside waste, recycling and greenwaste collection and processing. The Service is responsible for the delivery of street cleaning and sweeping operational services.



<b>Goal 2 – A healthy, connected and inclusive community</b>	
<b>Services</b>	<b>Service description</b>
<b>Assessment and Review</b>	Assessment and Review is a clinical service as part of the My Aged Care national system for Older Persons. Assessment and Review staff determine, in consultation with residents, what service provision they need, both internally and externally provided, to remain living in the community safely and independently.
<b>Ballarat and Aquatic Lifestyle Centre (BALC)</b>	BALC provides the Ballarat community with recreational swimming, learn to swim (aquatic education) programs, gymnastics, health club, group fitness, community programming, personal training, café and creche services.  During summer, BALC also manages Ballarat's outdoor pools and splash parks.
<b>Ballarat Regional Soccer Facility</b>	The Ballarat Regional Soccer Facility is Ballarat's crown for regional soccer and has hosted both international and Australian teams including Bahrain, The Matildas, Western United and Melbourne Victory.  The centrepiece is a world-class natural turf stadium pitch, of a quality unmatched in Australia outside of major metropolitan stadiums. With viewing mounds on three sides, and a 450-seat grandstand, the stadium comfortably fits 3,000 spectators.
<b>Child Health</b>	Council's Maternal and Child Health Service is free for families with babies and children, from birth to school age. This service supports families with helpful information on a wide variety of topics including early parenting, child health and development, and family health and wellbeing issues. Maternal and Child Health can provide specialist referrals and help to link families with local community-based supports and enable social connections with other parents for example, through New Parent Groups and referral to supported and community-based playgroups.  Council also provides government-funded childhood and school immunisations according to the National Immunisation Program (NIP) schedule. Vaccines are provided by Department of Health and Human Services and administered by Council.
<b>Children's Services</b>	Children's Services includes early education and care services provided by Girrabanya and Wendouree Children's Centre that provide long day care, sessional funded kindergarten for both three year old and four year olds and occasional care at Girrabanya Children's Centre. Family Day Care is an Australian Government approved home-based childcare service often providing family care - that is, siblings are cared for together, and care for school-aged children until the end of primary school and beyond in special circumstances.

<b>Goal 2 – A healthy, connected and inclusive community</b>	
<b>Services</b>	<b>Service description</b>
<b>Community Participation</b>	Community Participation seeks to enhance opportunities for people to play an active role in community life and local decision making. It also seeks to provide and facilitate key social and community-based initiatives that improve the personal, physical and mental health of residents of all ages.
<b>Cultural Diversity</b>	Cultural Diversity supports diversity within Council and the community and provides direction for Council through a number of initiatives and programs including the implementation of the Intercultural City Strategic Plan 2017–2021 and the Reconciliation Action Plan.
<b>Early Childhood Partnerships</b>	Early Childhood Partnerships include Ballarat's Best Start Program that aims to improve the wellbeing of all children from conception to transition to school, supported playgroups which aims to improve outcomes for disadvantaged children through parent-child interaction, and Parent Place, a free drop-in centre for parents and carers.
<b>Engaged Communities</b>	Engaged Communities delivers the Community Infrastructure Plan as well as providing services and programs that help to support Health and Social Planning, Community Participation and Emergency Management.
<b>Environmental Health</b>	Environmental Health is a statutory function of Council, delivering permits and compliance for food safety, public health and wellbeing (noise and odour), environmental protection (asbestos, contaminated land), tobacco regulation, emergency management and domestic wastewater.
<b>Family and Children's Services</b>	Family and Children's Services is responsible for provision, delivery and coordination of universal and targeted services to families and children in the Ballarat community. The strategic framework for this program is outlined in the Municipal Early Years Plan with governance via working groups.
<b>Food Services</b>	Meals on Wheels, along with other Commonwealth Home Support Program services, aims to assist our older residents and those with disabilities to remain living independently for as long as possible. Meals are provided on an on-going basis for people, who for various reasons, are unable to prepare food for themselves. This vital nutritional supplement to their diet is complemented by the monitoring and social welfare component of the service.

<b>Goal 2 – A healthy, connected and inclusive community</b>	
<b>Services</b>	<b>Service description</b>
<b>Home Care</b>	Health and Social Planning researches and plans for Health and Wellbeing, Social Policy and Community Safety. This includes the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives. Health and Social Planning also delivers services under Goal 4.
<b>Home Maintenance</b>	Home Maintenance, along with other Commonwealth Home Support Program services, assist residents in their homes to maintain their homes in a safe and habitable condition. These services must focus on improving safety and independence within the home environment by minimising environmental health and safety hazards.
<b>Lakes Management</b>	This represents the engagement of specialist contracted expertise to ensure the Lake Wendouree rowing course is maintained to a level that ensures ongoing hosting of major rowing regattas for local rowing organisations, Rowing Victoria and Rowing Australia.
<b>Library Services</b>	There are three static public libraries located in Ballarat, Wendouree and Sebastopol. Council also provides library services to areas such as Delacombe, Miners Rest, Warrenheip, Learmonth and Ballarat East via two library outreach vehicles.
<b>Library Services - Contract</b>	<p>The City of Ballarat provides shared library services through service level agreements to the seven LGAs of Moorabool, Ararat, Pyrenees, Central Goldfields, Hepburn, Southern Grampians and Northern Grampians. These services cover the following:</p> <ul style="list-style-type: none"> <li>• Collection services – acquisition, cataloguing and processing</li> <li>• Library management services through the provision of an integrated library management system</li> <li>• Collection movement services through management of library and DX courier services across Central Victoria</li> </ul>
<b>Lucas Community Hub</b>	The Lucas Community Hub is a facility that contains two rooms for kindergarten, three Maternal and Child Health Rooms, a specialist consulting room, three community rooms and a commercial kitchen available for hire.



<b>Goal 2 – A healthy, connected and inclusive community</b>	
<b>Services</b>	<b>Service description</b>
<b>Municipal Emergency Management</b>	Emergency Management provides support and recovery assistance to those affected by emergencies in the community. As part of the process, significant local risk management and emergency planning is undertaken in partnership with several emergency related organisations to ensure that Ballarat and surrounding communities are well prepared for an all-hazards approach to emergency management. Municipal Emergency Management also delivers services under Goal 6.
<b>Program Support</b>	Program Support are our Administration team that provide the public interface with older residents. The team provide the Ageing Well department with administrative assistance and provide and maintain system administration of the business unit's client management software.
<b>Recreation Services</b>	The provision of recreation planning services to sporting and recreation organisations across Ballarat to enable appropriate delivery of sporting infrastructure for the community. Provision of evidence-based planning advice in relation to recreation and sport services. This service also works to acquire major and community level sporting events that support economic growth and tourism for the city whilst providing the community with national level spectator experiences such as A League and AFL events. General maintenance of sporting facilities is also undertaken through the Recreation Services team.
<b>School Crossing Supervision</b>	School crossing supervision for primary and secondary schools is provided under a shared costing arrangement with VicRoads. The service stems from community expectations, however, the Victorian Government is reviewing Council's delivery given the cost.
<b>Senior Development Services</b>	Council provides support and assists seven Senior Citizens centres to operate across the city and meets with the Ballarat Seniors Citizens Clubs Association. Council also are developing an Ageing Well strategy for the City of Ballarat.
<b>Social Connections</b>	The aim of these programs and activities is to enhance the quality of life and independence of the Commonwealth Home Support Program (CHSP) participants by providing socialisation opportunities within the community which assist to decrease isolation to eligible residents.
<b>Youth Development</b>	Youth Services delivers a range of programs supporting youth development, leadership opportunities, gender equity and safe behaviours.

Goal 3 – A city that fosters sustainable growth	
Services	Service description
<b>City Design</b>	City Design provides statutory referral services for statutory planning applications and other project advice related to vegetation matters, open space planning, urban design, landscaping design, sustainable and active transport, and other related elements. City Design also provides services under Goals 2, 4 and 5.
<b>Statutory Planning</b>	Statutory Planning plays a key role in implementing the strategic land use direction set out in the Council Plan and Municipal Strategic Statement.
<b>Strategic Planning</b>	Strategic Planning manages the Ballarat Planning Scheme and undertakes strategic land use planning to support growth and prosperity in the municipality. Strategic Planning also delivers services under Goals 1, 2 and 4.
<b>Sustainable Growth</b>	Sustainable Growth Development income includes the Developer Contributions Plan and associated expenses in its management.

Goal 4 – A city that conserves and enhances our natural and built assets	
Services	Service description
<b>Asset Management</b>	Asset Management includes the ongoing management and improvement of our Integrated Asset Management Framework including policy, asset strategy, asset plan, asset management plans and our asset management system. These Council assets include transport, open space, trees, drainage/stormwater and buildings.
<b>Construction</b>	The Construction team deliver minor capital work improvements including footpaths, drainage etc. Large capital works programs are procured through an open tender process with delivery managed via the Infrastructure Delivery team.
<b>Development and Growth</b>	Development and Growth provides leadership and support to our Economic Growth, Development Facilitation, Economic Growth, City Design, Regulatory Services and Visitor Economy teams. Development and Growth also delivers services under Goal 3.
<b>Development Engineering</b>	Development Engineering provide civil engineering services and approvals for new developments, as well as subdivision inspections, and support changes to existing infrastructure.

Goal 4 – A city that conserves and enhances our natural and built assets	
Services	Service description
<b>Heritage and Cultural Landscapes</b>	Heritage and Cultural Landscapes provides statutory referral services for planning applications, coordinates the heritage grants program, provides advice to the community on heritage matters, advocates for restoration opportunities, coordinates Ballarat's international historic city collaboration and partnerships with UNESCO and the World League of Historical Cities, and the implementation of the Heritage Plan.
<b>Infrastructure</b>	Infrastructure comprises the delivery of renewal and upgrade projects to allow community freedom of movement and safe passage including roads, footpaths, bridges and drainage. Infrastructure also delivers services under Goal 2.
<b>Infrastructure Delivery</b>	The Infrastructure Delivery team support contractors to deliver new and renew existing infrastructure.
<b>Major Projects</b>	Major Projects achieve sustainable development through delivering key infrastructure projects that provide a high quality of life for a growing population. Major Projects also delivers services under Goals 2 and 5.
<b>Parks and Gardens</b>	Parks and Gardens provides horticultural maintenance to Ballarat's open space reserves. The service is broken up into seven key functional areas: the Botanical Gardens, sports grounds, arboriculture, city entrances, parks maintenance, and trails and waterways.
<b>Property Management</b>	Property Management manages and maintains Council's property portfolio including commercial and community tenanted buildings, public reserves, the Ballarat Airport and associated buildings, and two Council-owned caravan parks.
<b>Road Maintenance</b>	Road Maintenance is responsible for maintenance of the roads and road infrastructure throughout the municipality. This includes linemarking, signs, kerb and channelling, footpaths and bike paths.
<b>Survey and Design</b>	Survey and Design facilitates the delivery of Council's annual capital works program for roads and drainage projects by providing survey and design services. This enables Council to provide in-house construction plans and specifications for every individual capital project that is sent to open public tender.
<b>Traffic and Transport</b>	Traffic and Transport provides and facilitates traffic management, road safety initiatives, local area traffic management and public transport infrastructure planning/delivery. This includes identifying and applying for funding opportunities, particularly the Federal Black Spot Program to address eligible sites recorded crash histories.



<b>Goal 5 – A strong and innovative economy and city</b>	
<b>Services</b>	<b>Service description</b>
<b>Airport</b>	Ballarat Airport is a significant aviation facility servicing western Victoria. The airport is an important infrastructure, economic and social asset to Council and accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operation.
<b>Art Gallery of Ballarat</b>	Art Gallery of Ballarat is the oldest regional gallery in Australia, and manages a large collection of artworks, manages exhibitions, education programs and the gift shop. Art Gallery of Ballarat also delivers services under Goal 4.
<b>City Investment Attraction</b>	City Investment Attraction is responsible for bringing funding into the City, through both public or private organisations.
<b>Creative City</b>	Creative City supports activities through facilitation and engagement programs and the implementation of the Creative City Strategy.
<b>Economic Development</b>	Economic Development is focused on supporting existing businesses, attracting jobs and investment to Ballarat, and supporting a pro-business environment for Ballarat. This unit includes support for the visitor economy.
<b>Eureka Centre</b>	The Eureka Centre explores the social history and cultural impact of the Victorian gold rush and honours the stories of the men and women involved in the Eureka rebellion. The Eureka Centre is home to the Eureka Flag.
<b>Mars Stadium</b>	Eureka Stadium (Mars Stadium) is the premier sporting venue in Ballarat and hosts events such as AFL, Rugby Union, A-League Soccer and other community events.
<b>Events</b>	Events delivers and supports a wide range of small and large civic, tourism, and community events and festivals. The events supported and delivered are selected based on the beneficial social outcomes that can be derived for the Ballarat community, as well as having a focus on the tourism and economic impact for the region.
<b>Her Majesty's Theatre and Civic Hall</b>	Her Majesty's Theatre is one of Australia's most iconic theatre buildings. The Civic Hall is a popular and adaptable event venue within the Ballarat CBD. Her Majesty's Theatre and Civic Hall are owned and managed by Council.
<b>Marketing</b>	Marketing provide significant support and campaigns to support the Ballarat tourism industry.
<b>Visitor Economy</b>	Council provides significant funding to support the Ballarat tourism industry within product development, industry development and research, identified as a priority sector within the Ballarat economy.

Goal 6 – A council that provides leadership and advocates for its community	
Services	Service description
<b>Advocacy</b>	Advocacy provides coordinated advocacy and lobbying to advance Council's strategic direction and attract funding for the delivery of key projects and policy.
<b>Animals</b>	Animal Management is a mandatory function of Council and is guided under the Domestic Animals Act. This includes animal registrations, investigation of dog attacks and breeding establishments, management of off-leash areas and promotion of responsible pet ownership. This also includes management of the Ballarat Animal Shelter.
<b>Business Improvement</b>	Business Improvement uses innovation, data and insight to guide the evaluation of Council's existing systems and processes to identify, recommend and oversee implementation of improved methods of work, as well as driving a culture of innovation within Ballarat and continue to advance Ballarat as a smart city.
<b>Civic and Executive Services</b>	<p>The CEO is the only staff member who is appointed by Council, the remainder of staff are appointed by the CEO. The CEO is responsible for managing the organisational structure of the City of Ballarat, ensuring Council decisions are implemented, managing daily operations, and providing advice to Council.</p> <p>The Civic and Executive Service Unit includes effective and professional support to the Mayor and Councillors to undertake their civic responsibilities and the CEO in managing the organisation as well as the management and operations of the Ballarat Town Hall. This includes management of communication and correspondence, diary management, event coordination, stakeholder relationship management, membership management, management of civic receptions and citizenship ceremonies. Hall Keeping provides exceptional hospitality and customer service standards to staff, Councillors, customers, and community members using the Ballarat Town Hall.</p>
<b>Communications and Design</b>	<p>The Communications and Design Unit provides internal services to the organisation in the areas of strategic communications planning, branding strategy and design, social media and communications strategy, public relations and media. This service area is responsible for issues management advice and implementing key organisational communications to the Mayor, Councillors, CEO, directors, managers and staff.</p> <p>Communications and Design also deliver services under Goal 5.</p>
<b>Community Wellbeing</b>	<p>Community Wellbeing provides leadership and support for business units including Engaged Communities, Learning and Community Hubs, Ageing Well, Family and Children's Services, Arts and Tourism, Art Gallery of Ballarat and Communications and Marketing.</p> <p>Community Wellbeing also delivers services under Goal 6.</p>

Goal 6 – A council that provides leadership and advocates for its community	
Services	Service description
<b>Corporate Costs</b>	Corporate Costs provide for those income and expense streams that relate to the whole of organisation. During the 2021/22 and 2022/23 financial years we are reallocating these expenses into areas of responsibility.
<b>Corporate Services</b>	Corporate Services provide leadership and support to Customer Experience, Financial Services, Business Improvement, Information Services, Fleet Management, Revenue and Procurement, People and Culture, and Governance and Risk.
<b>Customer Experience</b>	Customer Experience seeks to assist community members, residents, ratepayers and visitors to engage with all Council services. Customer Experience provides a support service for all staff across the organisation through first point of external customer contact, including acting as a referral service to other organisations. An increase in expenses is associated with filling vacant positions.
<b>Financial Services</b>	Financial Services is responsible for the administration of Council's financial resources. The service maintains appropriate controls over finances, providing advice to business units in their delivery of other services.
<b>Fleet Management</b>	Fleet Management is responsible for administering Council's plant and equipment.
<b>Governance and Risk</b>	Governance and Risk works collaboratively to deliver strategic and operational advice to Council, executive, managers and employees to support the broad range of Council services. Key areas include engagement with the community for statutory functions such as Council meeting management, agenda and minute preparation, delegations and authorisations, governance of special and advisory committees, managing Ombudsman complaints, coordination of Freedom of Information applications, privacy and data protection, and protected disclosures to statutory authorities.
<b>ICT Administration</b>	ICT Administration provides support to the Information Services teams and provides contract management for Councils applications.
<b>ICT Development</b>	ICT Development design and develop enhancements, integrations and automation to maximise investment of systems and data.
<b>ICT Operations</b>	ICT Operations is responsible for providing information, technology, and communications services to support a broad range of business functions to over 800 consumers and 26 sites.

<b>Goal 6 – A council that provides leadership and advocates for its community</b>	
<b>Services</b>	<b>Service description</b>
<b>Information Management</b>	Information Management support Council by ensuring the collection and ongoing management of the organisation's information is properly and securely managed.
<b>Infrastructure and Environment</b>	Infrastructure and Environment provides leadership and support to our Infrastructure, Operations, Property and Facilities Management, Waste and Environment and Major Projects services.
<b>Local Laws and Parking Enforcement</b>	Local Laws aims to protect the community and Council amenity through education and enforcement of local laws and Victorian Government legislation. Key service areas include local laws, planning enforcement, asset protection and permit administration. Parking Enforcement ensure the safe movement of vehicles within the municipality and ensures vehicles add to the CBD's vibrancy. Parking management includes on-street compliance, reactionary compliance under the Road Safety Act and more broadly the implementation of the CBD Car Parking Action Plan. Local Laws and Parking Enforcement also delivers services under Goal 4.
<b>Municipal Building Surveyor (MBS) and Building Services</b>	Building Services is required to fulfil Council's statutory role under the Building Act which includes investigating illegal building works, assessing applications for places of public entertainment permits, and essential safety management and emergency management support related to buildings.
<b>OHS and MySafety</b>	Safety is largely an internal service and works collaboratively to deliver strategic and operational advice to executive, managers, and employees to support the broad range of services offered by Council. Safety is responsible for developing and implementing the Council's safety management system (policy, procedures and online reporting function).
<b>Organisational Development</b>	Organisational Development and people innovation is focussed on building the appropriate frameworks, skills and culture to support organisational sustainability through its managers and employees whilst supporting the achievement of Council's corporate objectives.
<b>Project Management Office</b>	The Project Management Office provides organisation-wide support for Project Management, particularly Major Projects.
<b>Regulatory Services</b>	Regulatory Services provides support to Local Laws and Parking Enforcement, Environmental Health, MBS and Building Services and the Animal Shelter.



Goal 6 – A council that provides leadership and advocates for its community	
Services	Service description
<b>Revenue and Procurement</b>	Revenue has responsibility to levy and collect rates and charges, including the Victorian Government's Fire Services Property Levy, in accordance with legislation and the Council's adopted Rating Strategy. Procurement coordinates tendering services for contracts in accordance with legislative requirements and Council's Procurement Policy.
<b>Risk and Insurance</b>	Risk Services includes enterprise risk and insurance services and works collaboratively to deliver strategic and operational advice to Council, executive, managers, and employees to support the broad range of services offered by the City of Ballarat. In addition, the unit is the strategic driver of enterprise, operational and project risk management for Council's services. Risk Services also facilitates the procurement of all insurance classes and undertakes claims management in relation to issues of liability.
<b>Workplace Relations</b>	Workplace Relations supports the organisation in the management of its staff and volunteers. Services span the whole employment lifecycle and include providing advice on attraction, recruitment, onboarding and retention practices, maintenance and management of human resource data, industrial and employee relations.

## Service performance indicators

The following provides the results of the prescribed service performance indicators and measures and includes an explanation of the results.

### Liveability

Aquatic Facilities – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Service standard</b> <b>AF2 – Health inspections of aquatic facilities</b> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.29	1.14	0.57	0.43	2023 inspection focussed on major indoor aquatic facility.
<b>Utilisation</b> <b>AF6 – Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	4.42	1.87	3.88	5.83	Strong growth in visit numbers and swim school enrolments has seen this indicator back above pre-pandemic levels seen in 2020.
<b>Service cost</b> <b>AF7 – Cost of aquatic facilities</b> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$4.33	\$16.45	\$4.75	\$2.51	In 2023 strong growth in both the aquatic visit numbers and the income growth from patrons for membership packages, aquatic programs and casual swimming resulted in a significant improvement in this measure.

Libraries – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Utilisation</b> <b>LB1 – Library collection usage</b> [Number of library collection item loans / Number of library collection items]	4.00	3.54	3.96	3.94	No material change on data trend.
<b>Resource standard</b> <b>LB2 – Standard of library collection</b> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	65.97%	66.08%	69.32%	70.02%	Collection management practices are leading to an ongoing improvement in the resource standard.
<b>Participation</b> <b>LB4 – Active library borrowers in municipality</b> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.19%	11.25%	8.98%	9.41%	Membership levels are trending upwards toward pre-pandemic levels.
<b>Service cost</b> <b>LB5 – Cost of library service per population</b> [Direct cost of the library service / Population]	\$30.96	\$30.29	\$30.56	\$31.76	No material change on data trend.

Maternal Child Health (MCH) – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Service standard</b> <b>MC2 – Infant enrolments in the MCH service</b> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	102.80%	103.87%	103.97%	102.74%	This figure is greater than 100% due to families that reside outside the municipality that choose to attend the Ballarat Maternal and Child Health service. Data trend is consistent year to year.
<b>Service cost</b> <b>MC3 – Cost of the MCH service</b> [Cost of the MCH service / Hours worked by MCH nurses]	\$65.35	\$60.61	\$65.00	\$64.98	The cost of providing the Maternal and Child Health service has remained consistent over recent years.
<b>Participation</b> <b>MC4 – Participation in the MCH service</b> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	71.63%	71.83%	73.03%	71.96%	Out of the 5,295 participants enrolled, 3,810 attended the service at least once meaning participation level has remained consistent year to year.
<b>Participation</b> <b>MC5 – Participation in the MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	71.56%	72.10%	68.05%	74.06%	98 children attended the service at least once, of the 133 enrolled. Data trend has remained quite consistent year to year.
<b>Satisfaction</b> <b>MC6 – Participation in 4-week Key Age and Stage visit</b> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	96.57%	92.80%	100.46%	94.76%	Participation in 4-week Key Age and Stage visits has remained consistent over recent years.

## Sustainability

Animal Management – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>AM1 – Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	3.95	7.24	5.74	4.66	Animal Management requests were addressed on an average of 4.66 days in 2023. This is an improvement from the previous reporting periods which is attributed to improved resourcing, improved processes and the absence of COVID impacts on the team.
<b>Service standard</b> <b>AM2 – Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x100	37.33%	34.30%	20.59%	34.77%	Of the 2,580 animals brought into the shelter 897 were reclaimed. The overall total for animals brought into the shelter either reclaimed (AM2) or rehomed (AM5) remained above 94% which is similar to last financial years figures.
<b>Service standard</b> <b>AM5 - Animals rehomed</b> [Number of animals rehomed / Number of animals collected] x100	46.93%	57.48%	74.26%	59.26%	This indicator has reduced from the previous year, but is directly correlated with the increase in animals reclaimed. The shelter continues to see high demand for people wanting rescued pets, with 1,529 of the 2,580 animals brought into the shelter rehomed. This along with the 897 that were reclaimed (AM2) resulted in more than 94% of the animals either being rehomed or reclaimed.
<b>Service cost</b> <b>AM6 – Cost of animal management service per population</b> [Direct cost of the animal management service / Population]	\$18.92	\$16.08	\$16.69	\$20.79	Reflects higher operating costs in the current inflationary environment and in particular for the veterinary care and food costs for the animals. Due to the increase of numbers in the shelter, more staff were required to meet state legislative requirements (staff to animal ratio). This also informs the reason for escalated vet and food costs- more animals in need of vet care and more food required to feed the animal at the shelter.
<b>Health and safety</b> <b>AM7 – Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	88.89%	94.12%	16 of the 17 prosecution cases were successful in 2023, with the other being withdrawn.



Food Safety – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>FS1 – Time taken to action food complaints</b> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	3.21	3.66	4.31	4.37	All food complaints were assessed and prioritised based on risk and actioned accordingly.
<b>Service standard</b> <b>FS2 – Food safety assessments</b> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	101.86%	91.32%	77.94%	74.07%	Using existing resources the focus has been on assessing high risk food businesses and facilitating new business applications. Of the 142 new business applications received during the 2022 calendar year a small percentage required more than one new business inspection to achieve compliance with the Food Act prior to issuing a registration..
<b>Service cost</b> <b>FS3 – Cost of food safety service</b> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$497.50	\$548.80	\$321.57	\$530.57	Cost increases were incurred to Councils Statutory food sampling program. Employee costs were also higher than 2022 due to the filling of previous vacancies.
<b>Health and safety</b> <b>FS4 - Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	94.25%	97.65%	93.46%	88.74%	205 of the 231 critical non-compliance outcome notifications were followed up in the period. Outstanding notifications will be followed up in 2024 as a priority matter.

## Sustainability

Roads – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Satisfaction of use</b> <b>R1 - Sealed local road requests</b> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	56.66	92.89	125.89	178.17	Council have been actively seeking more ways for the public to provide easier feedback via online applications about items requiring action.  Through these initiatives Council have seen the number of requests increase dramatically above what was historically received.
<b>Condition</b> <b>R2 - Sealed local roads maintained to condition standards</b> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.78%	99.78%	99.78%	99.60%	The road network is maintained as per the agreed level of service on an ongoing basis.
<b>Service cost</b> <b>R3 - Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$135.95	\$129.33	\$95.67	\$149.73	This indicator is impacted by the type of construction jobs completed, as different types of works will have significantly different cost per metre outcomes depending of factors such as size and complexity. The lower average meter rate in 2022 was due to a large scale job which saw a more economical overall rate able to be delivered.
<b>Service Cost</b> <b>R4 - Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.13	\$7.68	\$10.80	\$9.40	Cost associated with the completion of Annual Resealing program.
<b>Satisfaction</b> <b>R5 - Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	55.30	52.00	41.00	37.00	Combinations of inclement weather, increased traffic volumes and growth of the City have contributed to a deterioration in the condition of the sealed road network. This combination has contributed to a decrease in the community satisfaction for sealed roads.

Waste collection – Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Satisfaction</b> <b>WC1 - Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	201.29	211.72	218.97	202.65	Improving trend for this measure from the previous two financial years, with bin requests stable as the number of households increase.
<b>Service standard</b> <b>WC2 - Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	11.40	11.47	10.48	9.50	Number of bins missed per ten thousand has remained fairly consistent, with a downward trend in recent years.
<b>Service cost</b> <b>WC3 - Cost of kerbside garbage bin collection service</b> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$118.57	\$123.01	\$145.32	\$152.63	The annual cost increase is due to the scheduled increases in the State Government EPA Levy, with vehicle running costs also significantly higher in 2023.
<b>Service cost</b> <b>WC4 - Cost of kerbside recyclables collection service</b> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$41.02	\$46.15	\$55.23	\$47.02	Higher costs recorded 2022 was due to Pass on Glass program costs being included in the cost of recycle collection, as it is not a kerbside service this should not have been included.
<b>Waste diversion</b> <b>WC5 - Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	43.07%	41.56%	41.47%	43.42%	Ballarat's recycling system changed in 2020, with separate glass collection through community collection points, this reduced the volume of material in kerbside recycling bins in subsequent years. Since this change there has been a steady improvement in the recycling practises of our community.

Statutory Planning- Service Performance Indicators					
Indicator/measure	Results 2020	Results 2021	Results 2022	Results 2023	Comments
<b>Timeliness</b> <b>SP1 - Time taken to decide planning applications</b> [The median number of days between receipt of a planning application and a decision on the application]	69.00	59.00	72.00	107.00	In recent years there have been a number of changes to the VicSmart provisions in the Planning Scheme. These changes enable more efficient decision making on applications that meet the specific VicSmart requirements. Whilst the area is now structured and resourced for more planning positions, recruitment challenges continue in this area that impact decision times. Noting that this is a state wide issue in the planning sector.
<b>Service standard</b> <b>SP2 - Planning applications decided within required time frames</b> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	65.48%	79.53%	56.23%	42.91%	The department is focusing on process improvement works in an effort to create consistency within the area which will lead to efficiencies in the future. Acknowledging recent recovery from under resourcing in the area together with a volume of large scale and complex planning applications has contributed to extended decision times.
<b>Service cost</b> <b>SP3 - Cost of statutory planning service</b> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,935.48	\$1,876.42	\$2,222.99	\$2,884.03	The increase to the cost of planning services is due to multiple factors. The primary being strong recruitment into previously vacant positions and more resourcing directed to this area to address an increasing volume of work due to application complexity and growth.
<b>Decision making</b> <b>SP4 - Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	75.00%	100.00%	100.00%	54.55%	Of the 11 planning decisions escalated to VCAT during the period, 5 were set aside and 6 were supported. Although the success rate at VCAT has reduced, this is largely due to the increasing complexity and volume of applications being heard at the Tribunal. This aligns with the City's growing population.



## 8.2. KERBSIDE WASTE AND RECYCLING SERVICES

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Michelle Huie – Circular Economy Project Officer  
Siobhan Dent – Coordinator Circular Economy

### PURPOSE

1. To seek Council endorsement of the following changes to kerbside waste and recycling services:
  - Introduction of a weekly food organics and garden organics (FOGO) collection.
  - Household waste collection frequency change from weekly to fortnightly.
  - Introduction of a monthly residential glass bin collection.
  - Comingled recycling collection unchanged (remain at fortnightly frequency).

### BACKGROUND

2. In line with the State Government's *Circular Economy (Waste Reduction and Recycling) Act 2021* (the Circular Economy Act), all Local Government Areas are required to transition to a separate glass service and a separate food organics and garden organics (FOGO) service.
3. The State Government requires a glass collection service to be introduced by 2027 and a FOGO service by 2030.
4. To help decide how to implement the required FOGO and glass services, two rounds of community consultation have been conducted over the past 12 months.
5. The first round of consultation was conducted via a Kerbside Transition Plan community survey in November 2022. The community was asked how they felt about current waste and recycling services, what factors should be taken into consideration when designing the new services, and what they would like to see with future services. Results from the Kerbside Transition Plan community survey showed 95% of respondents were passionate or supportive of recycling and the environment. 84% of respondents also stated they would prefer a kerbside bin collection for glass.
6. The City of Ballarat then engaged a suitably qualified and experienced consultant to conduct research and review data from other councils and the results from the first community survey, to develop a range of options for household waste and recycling collections. The environmental benefits, cost effectiveness, and convenience for households were outlined for each of the options for FOGO, household waste, and glass collection services.
7. The second round of community consultation was undertaken via the Sorting Our Waste survey conducted between 8 March 2023 to 6 April 2023. This survey asked our community to have their say on the waste and recycling service options being considered by the City of Ballarat. Almost 5,750 Ballarat residents responded to the survey. Results from the two community consultation surveys are available as an attachment to this report.
8. Results from the two rounds of community consultation, together with evidence from other Victorian councils, and information about the incoming State Government service

standard (see point 9 below for further information in regard to the service standard), were used by officers to form recommendations about future FOGO, household waste, and glass collections for residential properties serviced by the City of Ballarat.

9. A service standard will be developed under the Circular Economy Act to specify the quality and performance expected of councils and alpine resorts when providing the new four-stream household waste and recycling service.

## KEY MATTERS

10. Service option recommendations are based on current available information. Officers will be monitoring the development of the State Government's service standard that is currently being prepared. Particularly in relation to any impacts they may have on the minimum level of service Council is required to provide. The State Government has not indicated when the draft service standard will be released or finalised.

## FOGO and household waste

11. As well as considering the results from the two community surveys, it is important to consider the likely environmental outcomes from any proposed changes to kerbside services. Food organics takes up approximately 42% of the average Ballarat household's waste bin. An effective FOGO service will help keep food waste out of landfill, reduce harmful greenhouse gases and turn food waste into a valuable resource while extending the life of the Ballarat Regional Landfill.
12. Evidence from other Victorian councils that have already implemented a FOGO service shows that the frequency of household waste collections influences the level of household behaviour change and therefore the volume of FOGO that is diverted from landfill. Victorian councils that implemented weekly FOGO and fortnightly household waste collections have achieved a noticeably higher percentage (up to 50%) of waste diversion from landfill, than councils that retained a weekly household waste collection and introduced a fortnightly FOGO collection (up to 10%).
13. In the second round of community consultation, three service options were presented for FOGO and household waste collections, two of which were clearly preferred by respondents:  
Option 1 - Fortnightly FOGO, weekly household waste (45%)  
Option 2 - Weekly FOGO, fortnightly household waste (40%)
14. Although Option 1 received 5% more support in the community survey, evidence suggests that the combination of a weekly household waste collection and fortnightly FOGO collection is not likely to achieve a great level of behaviour change, and therefore will not significantly improve waste diversion from landfill and achieve associated environmental benefits.
15. Expected lower levels of landfill diversion under Option 1, and the relatively higher costs of landfill disposal compared to FOGO processing, also means that this option is likely to be more expensive for ratepayers compared to Option 2 (weekly FOGO collection and fortnightly household waste collection).
16. Therefore, it is recommended that the City of Ballarat introduce a weekly FOGO and fortnightly household waste collection (Option 2). This option has the greatest potential to encourage household behaviour change and therefore reduce the volume of waste

sent to landfill and associated carbon emissions. This option is also expected to have the smallest cost increase to ratepayers.

17. Feedback received from the second round of community consultation indicates that a common concern for larger households, particularly families with children in nappies, is that a fortnightly household waste service would not meet their waste volume needs. Officers are therefore recommending providing flexibility to residents by introducing an option to add a second 140-litre household waste bin for an additional annual charge, which will be collected fortnightly.
18. Proposed implementation details for the recommended service Option 2 - weekly FOGO and fortnightly household waste collection include:

- The FOGO bin (currently green waste bin) will be a 240-litre bin with a lime green lid. The FOGO service will be mandatory for all households under 4000sqm.
- Properties over 4000sqm can opt into the FOGO service.
- Properties under 250sqm in size will receive a 140-litre bin with the option to request a 240-litre bin. There will be no cost difference between the bin sizes.
- Households that currently receive a garden organics service will have the opportunity to start adding food organics to their lime green lid bins approximately 1 month before the change of collection frequency to weekly FOGO collection and fortnightly household waste collection.
- Properties under 250sqm that do not currently receive a garden organics collection will receive their lime green lid bin approximately 1 month before the change of collection frequency to weekly FOGO collection and fortnightly household waste collection.
- All properties receiving a FOGO service will be supplied with a kitchen caddy which will be delivered in the weeks leading up to the start of the FOGO collections.
- Households will have the option to add an additional 140-litre red lid bin to their service for an additional annual fee of approximately \$120. Households that request to receive this additional service will be assessed on a case-by-case basis, undergo a bin inspection and must meet one or more of the following criteria:
  - Have children in nappies.
  - Household of 6 or more occupants.
  - Have medical reasons (e.g., use of continence aids).

## Glass

19. Feedback received during both rounds of community consultation, showed strong support for introducing a kerbside glass collection. In the first survey, 84% of respondents indicated they wanted a kerbside glass collection.
20. In the second round of community consultation, respondents indicated if they preferred a kerbside glass bin collected monthly, a kerbside glass bin collected fortnightly, or to keep the current *Pass on Glass* drop off service. Two-thirds of respondents preferred a monthly kerbside glass collection.
21. The introduction of a kerbside bin for glass is expected to increase the volume of glass recovered from households by an additional 250 tonnes per annum.

22. The proposed implementation details for the recommended service option - a kerbside glass bin collected monthly include:
- The glass bin will be 140 litres with a purple lid.
  - All households that currently receive a council waste collection will receive this service.
  - The service will be mandatory, there will be no option to opt out of the service.
  - Operation of the city-wide *Pass on Glass* sites will cease.
  - A glass drop-off point will still be available at the Gillies Street transfer station.
  - The collection frequency will be monthly, with consideration given to the number of bins on the nature strip at any given time.

### **Implementation timing**

23. The State Government's Container Deposit Scheme (CDS) is due to begin on 1st November 2023. The CDS is expected to noticeably reduce glass volumes in kerbside household waste bins and at current *Pass on Glass* sites. Therefore, officers are recommending implementing the FOGO and household waste service changes first and to wait to assess the impact of the CDS before implementing a kerbside glass collection service model.
24. Officers plan to conduct audits of kerbside household waste and recycling bins and closely monitor the current *Pass on Glass* sites over the first year of CDS operation, to assess its impact on how residents manage their glass waste and the viability of introducing a kerbside glass bin service. Any changes to the recommended glass service model, that is the introduction of a monthly residential glass bin collection, will be presented to Council for endorsement before implementation.
25. Officers are planning to implement the proposed FOGO and household waste services in the second half of 2024. The exact timing of the service implementation will be dependent on the City of Ballarat being able to engage a suitable FOGO processor in the region.

### **Kerbside collection changes communication campaign**

26. Comprehensive community engagement and education will be crucial for optimising the performance and outcomes from the recommended kerbside service changes.
27. The City of Ballarat will therefore implement a communications campaign to inform the community of changes to household waste collections and the introduction of a FOGO collection. The planned 2024 campaign will advise residents of why the changes are required, when the changes will take place, what the changes are and how to use the new FOGO collection service.
28. The campaign will include a letter mail-out to all households, media releases and media opportunities, social media posts, print, digital and radio advertising as well as providing information via the City of Ballarat website and on-hold phone message. Consideration will also be given to profiling the changes within our community, for example at markets, schools, and at City of Ballarat events.



## OFFICER RECOMMENDATION

### **29. That Council:**

#### **29.1 Endorse the service review recommendation to alter kerbside collection services as follows:**

- a. Introduction of a weekly food organics and garden organics (FOGO) collection.**
- b. Household waste collection frequency changed from weekly to fortnightly.**
- c. Introduction of a monthly residential kerbside glass bin collection.**
- d. Comingled recycling collection unchanged (remain at fortnightly frequency).**

#### **29.2 Endorse the planned implementation approach to:**

- a. Assess the impact of the Container Deposit Scheme (CDS) before implementing the recommended kerbside glass collection service model.**
- b. Implement the FOGO and household waste service changes at a date to be determined, subject to being able to engage a suitable FOGO processor in the region.**
- c. Undertake a comprehensive community engagement and education campaign to inform the community of the adopted changes to kerbside waste and recycling services.**

## ATTACHMENTS

1. Governance Review [8.2.1 - 3 pages]
2. Sorting Our Waste Survey Results [8.2.2 - 8 pages]
3. Kerbside Transition Plan Survey Results [8.2.3 - 4 pages]

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

1. The Council Plan (2021-2025) provides strong guidance in the development and implementation of the Kerbside Transition Plan through the following goal and strategic objectives.
2. Goal 1: An environmentally sustainable future
  - Transition towards zero emissions
  - Transition towards zero waste
  - Support communities to be adaptive and resilient to a changing climate

**COMMUNITY IMPACT**

3. The Kerbside Transition Plan is being developed to meet the State Government's *Circular Economy (Waste Reduction and Recycling) Act 2021* requirement that all councils implement a four-stream household collection system.
4. The introduction of the four-stream collection system will change the way our community uses their kerbside waste and recycling bins to create higher quality recyclable materials and reduce the amount of waste being sent to landfill.
5. The effect this change may have on different parts of the community include:
  - An added cost of a glass kerbside bin collection may have a proportionally larger impact on low-income households.
  - Reducing the frequency of residual waste collection from weekly to fortnightly may impact households that produce high volumes of waste e.g. larger families or multigenerational homes.
  - Reducing the frequency of residual waste collection from weekly to fortnightly may impact households with small children who produce large amounts of waste which produce odours, including nappies.
  - Older people, people with disability or others who use continence aids or menstruating people who use sanitary items may also be affected by a change to fortnightly residual waste collection.
  - Homes or units that have limited storage space for an additional bin.
  - For older people or people with disability that have trouble moving bins, a glass bin and FOGO bin could become quite heavy and difficult to manoeuvre.
  - Some people may have trouble moving the larger bins, due to their size, strength, or ability.
  - Some households do not create a lot of glass waste and will not require a regular kerbside glass bin service.
  - The difference in bin colour can be hard to determine to those who are blind, have low vision or are colour blind.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

6. The implementation of the waste and recycling service changes outlined in the Kerbside Transition Plan is an important step in reducing greenhouse gas emissions by sending less waste to landfill and contributing to the global task of addressing the current climate emergency.

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7. The recommended service combination of weekly FOGO and fortnightly household waste collection is expected to have the biggest environmental benefits. The introduction of a glass kerbside bin is also expected to divert more glass waste from landfill.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

8. The delivery of the Kerbside Transition Plan is expected to offer not only environmental benefits but significant economic benefit by recovering high quality recyclables to be processed and reused.

**FINANCIAL IMPLICATIONS**

9. The expected costs below are indicative and representative of market rates in 2022/23. The final service costs will depend on the market rates at the time the services are implemented.
10. Indicative costs to rate payers:
  - Waste, Recycling and FOGO - additional \$16 per year
  - Glass additional - \$10 per year
11. Indicative costs to council:
  - Additional service costs = \$801,000 (+10%) per year including the following:
    - o Initial roll out of new bins and kitchen caddys
    - o Gate fee for FOGO
    - o Additional truck for glass collection
    - o Additional driver/s wage

**LEGAL AND RISK CONSIDERATIONS**

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

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

14. The Kerbside Transition Plan is being developed using the survey results from two rounds of extensive community consultation conducted in November 2022 and March 2023.
15. The first consultation was conducted from 9<sup>th</sup> November 2021 to 18<sup>th</sup> December 2022 receiving a total of 2,176 responses. The 6-week consultation included in person attendance at the Ballarat Show, Bridge Mall Farmers Market, Lucas 10-year anniversary market, International Day of People with a Disability morning tea and a morning and afternoon tea with the Active Ageing community. Digital advertising was

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also used on City of Ballarat's social media platforms, in the Saturday edition of The Courier and The Ballarat Times.

16. The second consultation was conducted from 8 March to 6 April, receiving 5,744 responses. The four-week consultation included a mailout to all residents, an online MySay survey and hard copy surveys available from City of Ballarat libraries and customer service. Stalls were also held at Begonia Festival, Bridge Mall and Lake Wendouree farmers markets, as well as social media, newspaper and radio advertising.

**GENDER EQUALITY ACT 2020**

17. Potential gender equality implications identified for the Kerbside Transition Plan are outlined in the Gender Impact Assessment.

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

18. 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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# Sorting our waste.

## SURVEY RESULTS



From 8 March to 6 April 2023, we asked our community to have their say on a number of waste service options being considered by the City of Ballarat that meet the needs of the community while balancing the costs and benefits.

In line with State Government changes, Victorians will soon be sorting their household waste and recycling into four streams. All local government areas, including the City of Ballarat, will transition to a new glass service and a new food organics and garden organics (FOGO) service.

Based on community feedback received in the first round of consultation in late 2022, we released a range of service options for the future of our municipality's waste and glass collections through the Kerbside Transition Options Paper.

The four-week consultation included a mailout to all residents, online MySay survey and hard copy surveys available from City of Ballarat libraries and customer service. Stalls were also held at Begonia Festival, Bridge Mall & Lake Wendouree Farmers Markets and the Buninyong Village Market, as well as social media, newspaper and radio advertising. The options for FOGO, household waste and glass collection services were outlined based on their environmental benefits, cost effectiveness and convenience for households.

A summary of the options considered is provided below.

### **Food organics\* and garden organics (FOGO) and household waste options**

Based on community feedback from the first survey, the three options for collection of the FOGO (light green lid) bin and household waste (red lid or dark green lid) bin were:



**Option 1** – Fortnightly FOGO, weekly household waste OR

**Option 2** – Weekly FOGO, fortnightly household waste OR

**Option 3** – Weekly FOGO, weekly household waste

\* Food organics consists of any food waste material generated from meal preparation and plate scrapings inc. fruit, vegetables, meat, bones, fish and eggshells.

### Glass recycling options

Based on community feedback from the first survey, the two options for collection of glass recycling using a purple lid bin were:



**Option 1** - Monthly glass collection

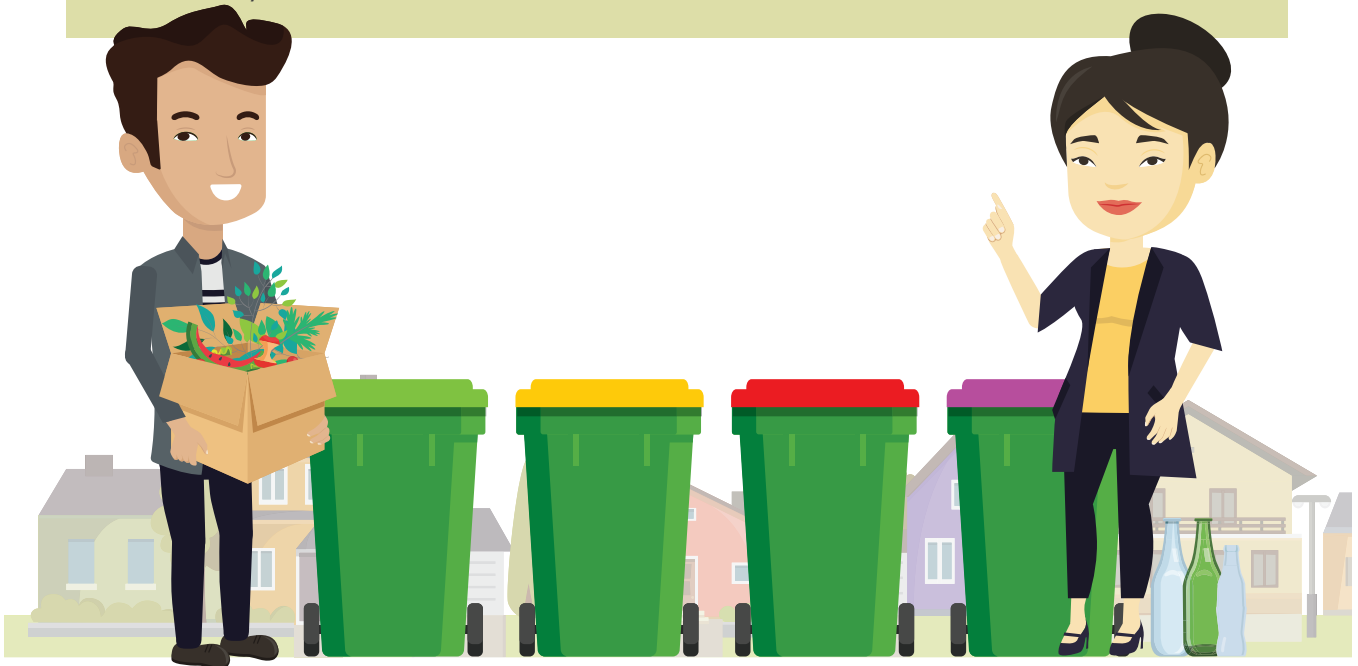
**Option 2** - Fortnightly glass collection

This document provides an overview of the community feedback we received in response to the Kerbside Transition Options paper.

## What's next

Community feedback about the Kerbside Transition Options Paper will be collated along with the experiences and waste diversion statistics from other Victorian councils' and the State Government's Service Standards.

This information will be used to develop the Kerbside Transition Plan. The Plan and a proposed timeline for implementation will be presented to Council later this year.



# Survey Results

Please note that questions do not have the same number of total responses as recipients did not answer every question.

5,744 Ballarat residents provided a response to the Sorting Our Waste survey. We heard from a wide variety of households all with varying needs and opinions.

## Age groups

	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+	Total
Responses	5	13	130	814	1,569	993	1,128	910	72	5,634
% proportion	0%	0%	2%	14%	28%	18%	20%	16%	1%	100%

## Gender

	Man	Woman	Non-binary	Prefer not to say	Self described	Total
Responses	1,975	3,382	26	222	23	5,628
% proportion	35%	60%	0%	4%	0	100%

## Household Types

	Lone person	Couple (no children)	Couple (with children)	One parent family	Other type of family	Group household	Total
Responses	1,037	1,899	1,887	292	309	186	5,610
% proportion	18%	34%	34%	5%	6%	3%	100%



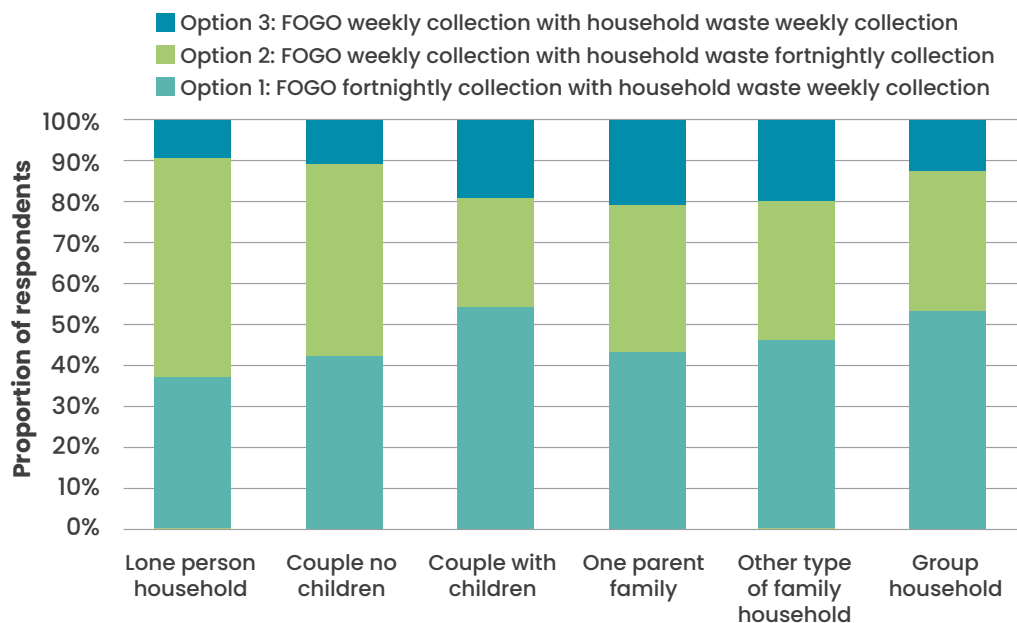


**Q1. Considering the pros and cons of the options (including costs, diverting waste from landfill and avoided carbon emissions), how often do you think household waste and FOGO bins should be collected?**

- Option 1: FOGO Fortnightly Collection with Household Waste Weekly collection - 45%
- Option 2: FOGO Weekly Collection with Household Waste Fortnightly collection - 40%
- Option 3: FOGO Weekly Collection with Household Waste Weekly collection - 14%

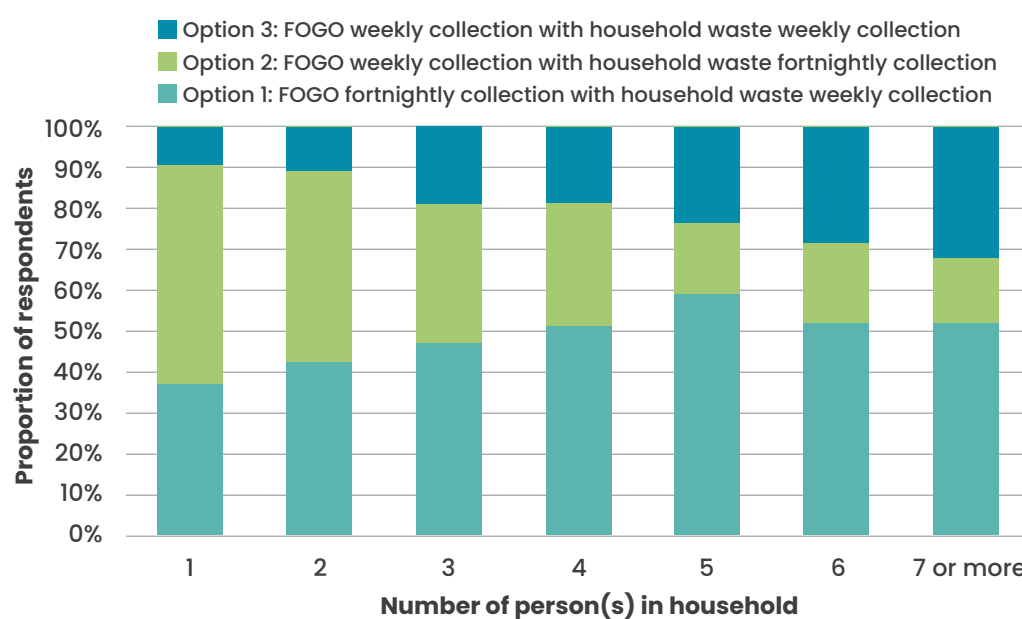


**Which option best describes your household?**



It was noted that couples with children were more likely to prefer to keep household waste as a weekly collection, whereas households with 1 or 2 occupants were more likely to prefer a fortnightly collection.

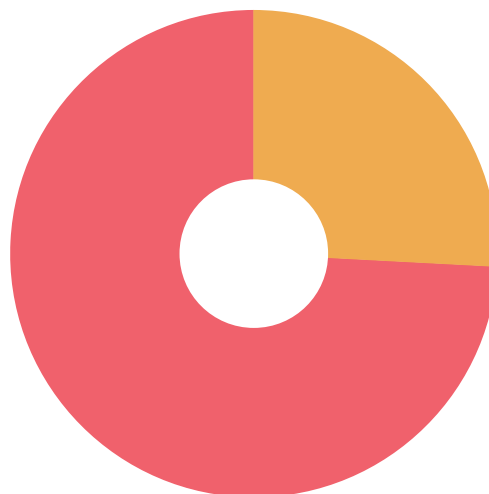
Larger households were more likely to prefer a weekly household waste collection.



**Q2. Understanding that not all households are the same, would the ability to add an extra household waste bin (for an additional fee) help Option 2 work for you?**

- Yes, I would like the ability to add an extra household waste bin - 26%
- No, I do not need the ability to add an extra household bin - 74%

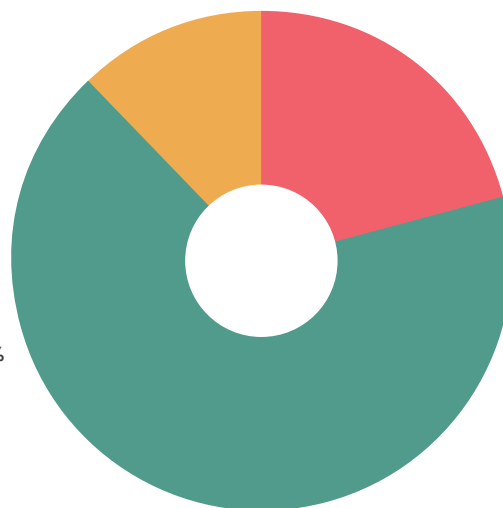
26% of respondents said that the ability to add an additional household waste bin would be useful. These respondents were more likely to be larger households.



**Q3. Considering the pros and cons of the options listed (including costs, diverting waste from landfill and convenience), which option for glass collections do you prefer?**

- Keep the current Pass on Glass drop off service – 21%
- Option 1: New purple lid bin collected monthly – 67%
- Option 2: New purple lid bin collected fortnightly – 12%

79% of respondents indicated they would prefer to have a kerbside glass collection, either fortnightly or monthly, opposed to the current Pass on Glass drop off service.



**Q4. For households that do not have space for a new glass recycling bin, what alternative works best for you?**

1,837 respondents answered this question.

**What we heard**

“Keep the current pass on glass drop off service”

“I have space for a glass bin”

“I don’t have enough space”

“More drop off points”

“Shared bin with neighbours”

“Small bin for glass”

“I want a glass bin”

“We don’t have the need for a glass bin”



📍 Customer Service: 25 Armstrong Street South, Ballarat

📞 (03) 5320 5500

🌐 [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

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# Kerbside Transition Plan Survey Results

As part of the State Government's *Recycling Victoria 2020* policy, council is required to develop a kerbside waste and recycling transition plan, for the implementation of a four-stream household collection.

City of Ballarat asked our community to help us shape the future of our kerbside waste and recycling collections by completing a survey.

This document provides an overview of the responses we received.

## What's next?

The draft kerbside transition plan is being created and will present several scenarios, providing details about service frequency, costs, landfill diversion and avoided greenhouse gas emissions.

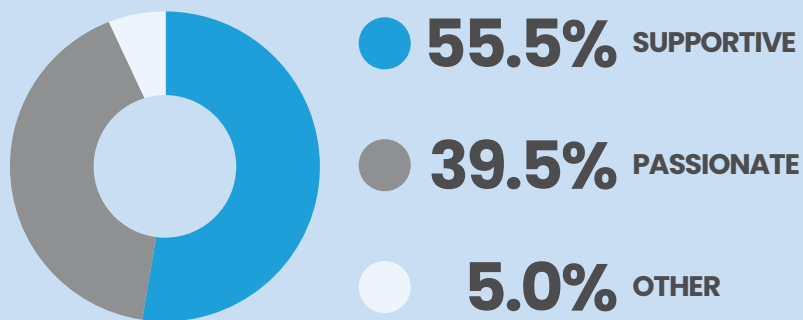
The draft plan will be presented to Council seeking endorsement for public exhibition in early 2023. If endorsed, the draft plan will then go out for additional community consultation before the final Kerbside Transition Plan is presented to Council.



## Kerbside Transition Plan | Survey Results

# 2176 Ballarat residents shared their thoughts on waste collection

**95% OF RESPONDENTS ARE PASSIONATE OR SUPPORTIVE OF RECYCLING AND THE ENVIRONMENT**



### AGE GROUPS

12-17	0.2%
18-24	6.4%
25-34	26.2%
35-49	29.4%
50-59	13.8%
60-69	14.0%
70-84	9.5%
85+	0.5%

### GENDER



**FEMALE**  
67.6%



**MALE**  
28.1%



**NON-BINARY**  
1.2%



**SELF DESCRIBED**  
0.3%

### HOUSEHOLD TYPES



**COUPLE WITH CHILDREN**  
36.5%

**COUPLE WITH NO CHILDREN**  
32.2%

**SINGLE PERSON**  
15.0%

**OTHER**  
6.0%

**SINGLE PARENT**  
5.9%

**GROUP**  
4.4%

Customer Service: 25 Armstrong Street South, Ballarat

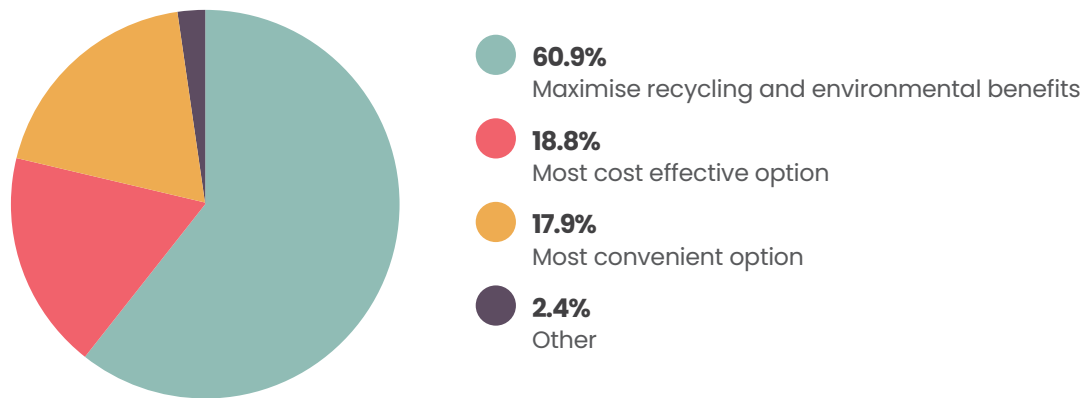
(03) 5320 5500

[ballarat.vic.gov.au](http://ballarat.vic.gov.au)

**CITY OF BALLARAT**

## Kerbside Transition Plan | Survey Results

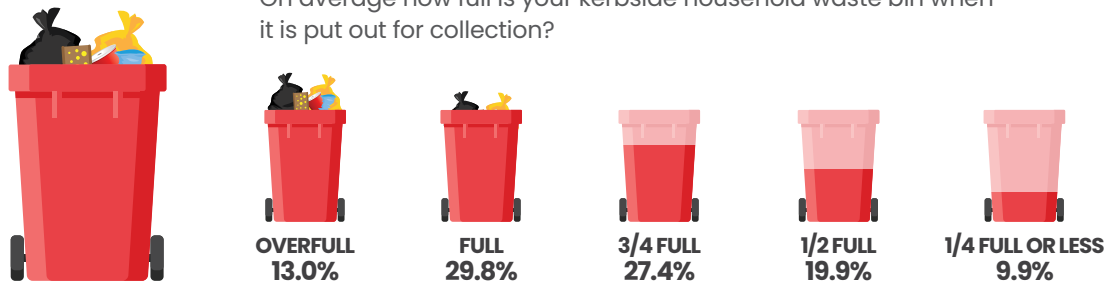
### Priorities for Council to consider



### What did we learn?

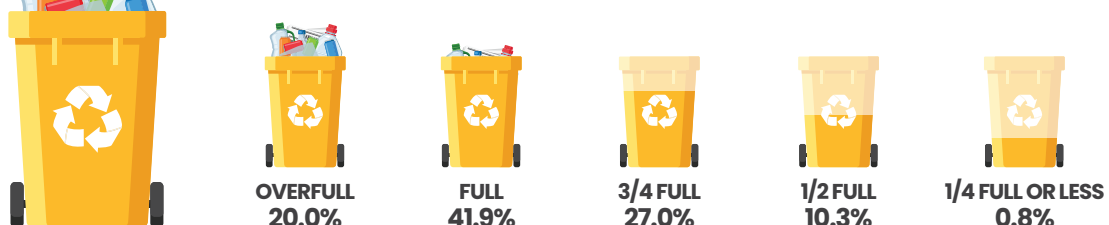
#### HOUSEHOLD WASTE

On average how full is your kerbside household waste bin when it is put out for collection?



#### MIXED RECYCLING

On average how full is your mixed recycling bin when it is put out for collection?



📍 Customer Service: 25 Armstrong Street South, Ballarat

📞 (03) 5320 5500

🌐 [ballarat.vic.gov.au](http://ballarat.vic.gov.au)

CITY OF  
**BALLARAT**



## Kerbside Transition Plan | Survey Results

### What did we learn?



#### FOGO (FOOD ORGANICS/GARDEN ORGANICS)



**85.7%**  
Currently receive a  
kerbside garden  
organics service



**77.1%**  
Are likely to use  
the FOGO kerbside  
service



**42.5%**  
Do not currently  
recycle their own  
food organic waste  
at home



**19.2%**  
Recycle all food  
organics at home



#### GLASS



**83.9%**  
Would prefer a  
new kerbside bin  
for glass



**61.6%**  
Often or sometimes  
use the Pass on  
Glass skip bins

### How did we reach the community?



#### MEDIA

3 x Radio Interviews (3BA and Voice FM)  
Media alerts through Saturday Courier and Ballarat Times



#### DIGITAL

Social Media advertising  
City of Ballarat website



#### EVENTS

Ballarat Show 12–13 Nov  
Bridge Mall Farmers Markets 26 Nov & 3 Dec  
Lucas 10 Year Anniversary Market 3 Dec  
International day of people with a disability morning tea  
Morning and Afternoon tea with Aging Well Community

Customer Service: 25 Armstrong Street South, Ballarat

(03) 5320 5500

[ballarat.vic.gov.au](http://ballarat.vic.gov.au)

CITY OF  
**BALLARAT**



### 8.3. CUSTOMER CHARTER DEVELOPMENT AND CONSULTATION

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

#### PURPOSE

1. To inform Council of the results of the recent public consultation relating to the Draft Customer Charter (Charter) and subsequent updates made to the Charter.
2. To seek the adoption of the Customer Charter after community engagement.

#### BACKGROUND

3. An initiative has commenced to develop the organisation's first Customer Charter (Charter) to provide greater insight as to what customers should expect when contacting the organisation. It is intended that the Charter will be reviewed each Council cycle to ensure it continues to reflect our community's evolving preferences and expectations.
4. To support the implementation of the Charter, Customer Response Standards (Standards) have been developed. These standards will guide the actions of staff and enable monitoring of performance against the expectations set within the Charter.
5. In 2022/23, City of Ballarat staff handled the following volumes of customer contacts:
  - a. Approximately 80,000 phone calls. Approximately 31,000 of these calls resulted in requests or reports being lodged in Council's Request Management System.
  - b. Approximately 35,000 digital requests, consisting of customer requests via eServices, Online Forms, Snap Send Solve, and other digital channels.
  - c. Approximately 23,000 emails and 5,000 letters.
  - d. Approximately 15,000 face-to-face interactions at the Phoenix Customer Service Centre.

#### KEY MATTERS

6. Officers reviewed and benchmarked comparable Charters adopted by other Councils to identify key elements within them. Internal consultation was also undertaken with a focus on key customer-facing departments, social inclusion, and intercultural teams.
7. The initial round of community engagement was undertaken via MySay survey. This was also promoted via the Disability Advisory Committee, LGBTQIA+ Advisory Committee, Koorie Engagement Action Group, and Intercultural Advisory Committee. This initial engagement generated 61 submissions from the community.
8. Further engagement has been undertaken via a post-call survey for calls to Council's Customer Service team, and hard-copy surveys at Council's Customer Service Centre at the Phoenix Building, generating a further 347 responses.

9. In order to affirm and further promote the Charter and the response standards that have been developed, the draft charter was placed online for another 4 weeks of public consultation. This engagement generated a further 12 submissions.
10. In total, 420 submissions from the community have been received through four consultation processes via MySay website, face-to-face and post-call surveys.
11. A process was undertaken to identify existing response standards in use across the organisation to support the development of common response standards. It has been identified that there are commonalities across the organisation with most standard/common requests and reports typically being responded to within 3 business days, and a response to most complex requests and reports typically commencing within 10 business days.
12. It has also been identified that some complex requests and reports, which require more extensive investigation or referral to third parties, typically commence within 10 business days and are managed in accordance with City of Ballarat specific guidelines or legislation. Examples of this include maintenance of potholes in accordance with the Road Management Plan.
13. Accordingly, the Customer Charter will propose that customers should expect a response from the City of Ballarat within 3 business days for standard/common requests and reports. The Customer Charter will also indicate that responses to complex requests and reports will commence within 10 business days.
14. The Charter also specifies that written correspondence should be responded to within 10 business days, return phone calls within 3 business days, and complaints to be managed in accordance with the Complaints Management Policy.
15. A key element of the Charter also relates to closing the loop on customer requests and reports. To date, no automated methods exist to comprehensively close the loop on customer requests. For this reason, the Charter provides a commitment to establishing new methods of closing the loop. Several productive trials are currently being undertaken, including with the Snap Send Solve product.
16. To monitor the commitments made within the Customer Charter, a comprehensive internal reporting structure will be developed. Additionally, a system of reminders and escalations will be developed for individual customer requests to assist officers in meeting these commitments.
17. Application of the Customer Charter will first focus on requests and reports from customers registered within Council's Request Management System, and written correspondence registered in its Document Management System. Due to the volume and variety of customer requests and reports, the full implementation of this initiative is anticipated to take 1 to 2 years.

### **Consultation process**

18. To inform the development of the Customer Charter, an initial MySay survey was developed which generated 61 responses. Key findings from this first round of engagement include:

- a. Respondents indicated their preferred channels in the following order:
  - i. Email
  - ii. Phone
  - iii. Website
  - iv. Face to face
  - v. Webchat
  - vi. Smartphone app
- b. Respondents indicated the most important elements of their experience are:
  - i. Understanding the steps Council will take to resolve my issue
  - ii. Confidence that I've been heard and understood
  - iii. Accessibility
  - iv. Feeling represented and having visible reminders that I'm in a safe environment
  - v. Providing a welcoming space
  - vi. Having interpreting services and translated materials on hand
- c. Respondents indicated the most important outcome of their contact as:
  - i. I want to know what the next steps are and how long they will take
  - ii. I want to be able to communicate via the method of my choice
  - iii. I want my problem fixed the first time I call as often as possible
  - iv. I want to speak to someone quickly
  - v. I want to be able to take my time and receive friendly and helpful service
- d. 18.3% of respondents indicated they had accessibility requirements when contacting Council and 98.3% of respondents speak English at home.
  - i. 70% of respondents have contacted the City of Ballarat over the last 12 months to report hazards or maintenance issues (potholes, tree maintenance, litter issue, etc.). Of these respondents;
    - 1. 40.5% contacted City of Ballarat once to have their matter resolved
    - 2. 14.3% contacted City of Ballarat twice to have their matter resolved
    - 3. 14.3% contacted City of Ballarat more than twice to have their matter resolved
    - 4. 31% perceive their issue to be unresolved at the time of the survey
- e. When reporting hazards and maintenance issues, respondents indicated the most important element as:
  - i. Knowing that the appropriate action will be taken without follow up calls needed
  - ii. The issue will be resolved quickly
  - iii. The issue will be resolved to a high standard
  - iv. Being able to report issues by my preferred channel
  - v. Being advised when the issue is resolved
  - vi. Receiving regular updates so I know the status of my report

19. Following on from the key themes identified in the first round of engagement, officers have undertaken additional rounds of engagement which focused on the level of importance customers perceive in relation to the following elements:
- i. Knowing how long it will take to resolve an issue
  - ii. Being kept up to date as to the status of a request
  - iii. Being advised when a request has been completed
20. This feedback was sought via two channels over a two-month period, to ensure responses were obtained from community members who may not engage online. Methods included:
- i. Post call survey at Customer Service – 332 respondents
  - ii. Physical surveys at Phoenix Customer Service – 15 respondents
21. Feedback obtained through the second round of engagement is listed below, covering 347 respondents:
- a. How important is it to you to know how long your requests with City of Ballarat are likely to take?
    - i. 72.3% advised it was very important,
    - ii. 17.2% advised they were unsure,
    - iii. 10.5% advised it was not important.
  - b. How important is it to you to be kept up to date as to the status of your requests with City of Ballarat?
    - i. 80.2% advised it was very important,
    - ii. 16.8% advised they were unsure,
    - iii. 3% advised it was not important.
  - c. How important is it to be advised when your requests with City of Ballarat have been completed?
    - i. 79.5% advised it was very important,
    - ii. 15.8% advised they were unsure,
    - iii. 4.8% advised it was not important.
22. To affirm and further promote the Charter and the response standards that have been developed, the draft Charter was opened to 4 weeks of public consultation. This engagement garnered:
- a. 16 visitors to the page, with 12 providing responses
  - b. 10 respondents reviewed the draft Charter document
    - i. Of the 10 respondents who viewed the Charter, 7 respondents felt the Charter would be a useful tool in understanding what to expect when contacting the City of Ballarat with requests and reports.
  - c. Two responses reiterated the importance of closing the loop on all requests and reports and the importance of transparency of request tracking and status.
  - d. One response reiterated the importance of expected response times and acknowledgement of requests and reports.
  - e. One response indicated the need for a process to follow in the event the Charter has not been adhered to.



23. As a result of the feedback received, the following updates have been made to draft Customer Charter:

- a. Increase the level of information within the Charter relating to Closing the loop.
- b. Include information within the Charter on what to do if your experience is inconsistent with the commitments made within the Charter.
- c. Provide greater clarity within the Charter relating to the types of requests and reports that are in scope of the Charter and which are out of scope.

## OFFICER RECOMMENDATION

**24. That Council:**

**24.1 Note that the development of the Draft Customer Charter has complied with Council's Community Engagement Policy; and**

**24.2 Endorse the proposed Customer Charter as shown in Attachment 2.**

## ATTACHMENTS

1. Governance Review [8.3.1 - 1 page]
2. Customer Charter 2023 [8.3.2 - 2 pages]

## OFFICIAL

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

1. This report aligns with Goal 6: A Council that provides leadership advocates for its community.

**COMMUNITY IMPACT**

2. The Customer Charter outlines how the community can engage City of Ballarat to make requests and report issues.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

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

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**LEGAL AND RISK CONSIDERATIONS**

6. There are no legal and risk implications 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. 420 engagements have occurred through four consultation processes via MySay website, face-to-face and post-call surveys.

**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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OFFICIAL



### City of Ballarat Customer Charter

Our Customer Charter explains how best to contact City of Ballarat staff and how City of Ballarat staff will respond to you. We are committed to delivering quality, inclusive and responsive customer service that aligns with our organisation's corporate values.

#### Our commitment to you:

The City of Ballarat aims to provide exemplary customer service and seamless, connected customer experiences.

We aim to deliver services that:

- ✓ Ensure customers know what they can expect when interacting with the City of Ballarat.
- ✓ Are focused on our customers' needs and are continuously improved.
- ✓ Are delivered by skilled, motivated and courteous staff.
- ✓ Respect and protect your personal information with adherence to all legislative privacy requirements.
- ✓ Provide a safe working environment free from all forms of harassment and unlawful behaviour.

#### Our commitment to inclusion:

We aspire to be an inclusive city that celebrates diversity and is safe and welcoming.

We are committed to providing support to ensure:

- ✓ People can see themselves in their community.
- ✓ People feel visible and represented.
- ✓ People feel safe, included, welcome and accepted in all parts of their lives.

#### How you can help us by:

- ? Contacting Customer Service using the listed contact methods
- ? Treating our staff with kindness, respect and understanding
- ? Understanding that all forms of harassment and unlawful behaviour will not be tolerated
- ? Providing accurate identification and contact information\*  
*\*Unidentified contact enquiries will not be followed up*
- ? Providing current and concise information\*  
*\*This will ensure we can best respond to your request, report or complaint*

### How to contact us



#### Online:

[ballarat.vic.gov.au/contact](https://ballarat.vic.gov.au/contact)

#### eServices:

[eservices.ballarat.vic.gov.au](https://eservices.ballarat.vic.gov.au)

#### Snap Send Solve:

[snapsendsolve.com](https://snapsendsolve.com)

#### Online Forms:

[forms.ballarat.vic.gov.au](https://forms.ballarat.vic.gov.au)



#### Telephone:

03 5320 5500

#### TTY:

(for hearing and speech impaired)

#### Teletypewriter

(TTY) users phone 133 677 then ask for 03 5320 5500

#### Speak & Listen

Users phone 1300 555 727 then ask for 03 5320 5500

#### Internet relay

Users connect to the National Relay Service then ask for 03 5320 5500

#### Translation services

Phone: 131 450 (within Australia)

Phone: +613 9268 8332 (outside Australia)



#### In person:

Visit the Customer Service desk at the Phoenix Building – 25 Armstrong Street South.

#### Opening Hours:

Visit [ballarat.vic.gov.au/contact](https://ballarat.vic.gov.au/contact) for current opening hours.




#### In writing:

##### Via Post

Wadawurrung Country  
PO Box 655 Ballarat,  
VIC, 3353

##### Via Email

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

	Requests and Reports	Complaints
<b>Customer Contact:</b>  	<p>Requests are when you contact the City of Ballarat for information, to update your details or request a call back from an officer or a department.</p> <p>Reports are when you contact the City of Ballarat regarding issue with City of Ballarat property, infrastructure, service delivery provision or local laws matters.</p>	<p>When you are contacting the City of Ballarat to advise of dissatisfaction in the quality or time of action taken by the City of Ballarat to resolve a previous request or report.</p> <p>Complaints can also relate to matters regarding policy or decisions made by the City of Ballarat, a City of Ballarat staff member or staff employed by City of Ballarat contractors.</p> <p>If you feel your request or report has not been handled in line with this Charter, you can:</p> <ul style="list-style-type: none"> <li>• Contact the Customer Experience team to discuss further; or</li> <li>• Raise a complaint via <a href="https://forms.ballarat.vic.gov.au/Complaint">forms.ballarat.vic.gov.au/Complaint</a></li> </ul>
<b>How we will respond:</b>	<p>Every effort is made to resolve your request at first contact. If this is not possible, our target response times are as follows:</p> <ul style="list-style-type: none"> <li>• We will attend to public safety matters urgently (same day) and make them safe.</li> <li>• Our target response time for standard requests and reports is within three business days. Standard requests and reports may include reporting a missed bin, requesting an update to your contact details, or requesting a copy of your rates notice.</li> <li>• Our target response time for complex requests and reports is within ten business days. Complex requests and reports may include requesting a new bin to be delivered, inspection of damaged infrastructure or review of an infringement.</li> <li>• Some complex issues may require full investigation which will commence within ten business days and are managed in accordance with the City of Ballarat's specific guidelines or legislation. An example of this is maintenance of potholes in accordance with the Road Management Plan.</li> </ul>	<p>Complaints are handled under the Complaints Management Policy which can be found on our website: <a href="https://ballarat.vic.gov.au/city/vision-strategies-and-plans/policies-and-procedures">ballarat.vic.gov.au/city/vision-strategies-and-plans/policies-and-procedures</a></p> <p>Application of the Customer Charter will first focus on requests and reports from customers registered within the City of Ballarat's <i>Request Management System</i>, and written correspondence registered in its <i>Document Management System</i>.</p> <p>Due to the volume and variety of customer requests and reports, the delivery of this initiative is anticipated to take 1-2 years.</p>

## Feedback

We are committed to continuously improving our services and welcome your feedback. You can provide feedback regarding your experience by contacting the City of Ballarat Customer Service Team or by filling out our [online feedback form](#).

## Closing the loop

Customers have told us how important it is to be kept in the loop as to the status of their requests. The City of Ballarat is committed to establishing methods to 'close the loop' on reports from customers and trials are underway to assess the best methods to achieve this, which will progress throughout 2023 and 2024.

You can experience one of these trials by lodging your report via the Snap Send Solve smartphone app: [snapendsolve.com](https://snapendsolve.com)



**8.4. TENDER 2022/23-616 MAJOR PATCHING AND ASPHALT RESURFACING - PANEL**

**Division:** Infrastructure and Environment  
**Director:** Bridget Wetherall  
**Author/Position:** Paul Humphrey – Operations Contracts Coordinator  
Adam Clarke – Acting Executive Manager Operations

**PURPOSE**

1. To award Contract Number 2022/23-616 for the provision of Major Patching and Asphalt Resurfacing under the recommended panel of suppliers.

**BACKGROUND**

2. This project (Major Patching and Asphalt Resurfacing) will incorporate asphalt patching and resurfacing works of known defective areas throughout the City of Ballarat
3. The project allows a Panel of Approved Contractors to provide road repair services encompassing various treatment types and depth of asphalt repairs. The Panel arrangement will also allow for competitive quotes between suppliers and broaden the scope of contractor availability.
4. Line marking and traffic control services will also be procured under this panel arrangement.
5. It is envisaged that these works would be undertaken on an “in traffic” basis where practicable, with no property or business access affected.

**KEY MATTERS**

6. This tender has a nominated budget for the 2023/24 financial year with Council Officers forecasting to be fully expended but not exceeded. Future budget allocations for the 2024/25 financial year are to be reviewed and approved in accordance with Council's adopted budget. The maximum spend across each financial year will be limited to the approved budget allocation.
7. Tenders were firstly evaluated by the Evaluation Panel members individually against the nominated evaluation criteria to ensure that tender submissions achieved the required standard to successfully deliver the program. The evaluation panel noted that there were seven (7) tender responses received which were evaluated in full and one (1) non-conforming submission partially reviewed equalling eight (8) responses in total.

## OFFICER RECOMMENDATION

### 8. That Council:

**8.1 Resolve to enter into Contract Number 2022/23-616 for the provision of Major Patching and Asphalt Resurfacing services with the following companies in accordance with their submitted schedules of rates;**

- Country Wide Asphalt Pty Ltd;
- Bitu-Mill (Civil) Pty Ltd;
- Centre State Asphalt Pty Ltd; and
- Boral Resources (VIC) Pty Ltd.

The contract term is for 8 months with the provision of an additional 1-year extension.

### 8.2 Authorises the Chief Executive Officer to:

- a. Finalise the terms of Contract Number 2022/23-616 with the above listed companies, provided that those contract terms are consistent with this Resolution;
- b. Execute Contract Number 2022/23-616 on behalf of Council; and
- c. Execute the extension option for Contract Number 2022/23-616 where considered appropriate.

## ATTACHMENTS

1. Governance Review [8.4.1 - 2 pages]

## OFFICIAL

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

1. This report supports the Council Plan goals of liveability and sustainability by upgrading Council's Infrastructure and Assets throughout the municipal road network to provide safer passage for all affected users whilst also conserving and enhancing our natural and built assets. These works seek to reduce the asset renewal gap and deliver quality and targeted capital works.

**COMMUNITY IMPACT**

2. In accordance with Council obligations under the *Local Government Act 2020* priority is to be given to achieving the best outcomes for the municipal community, including future generations. This project is providing much needed repairs and maintenance to Council assets which will enable users to have a safer connection of road networks.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

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

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. Asphalt and major patching works will see varying economic contributions from contractors over the period of the project along with some ancillary employment from material suppliers and professional services.

**FINANCIAL IMPLICATIONS**

5. The tender price is formulated under a schedule of rates making up a panel of recommended suppliers.
6. This tender has a nominated budget for the 2023/24 financial year with Council Officers forecasting to be fully expended but not exceeded. Future budget allocations for the 2024/25 financial year are to be reviewed and approved in accordance with Council's adopted budget. The maximum spend across each financial year will be limited to the approved budget allocation.

**LEGAL AND RISK CONSIDERATIONS**

7. Asphalt and major patching works will be constructed in accordance with all relevant safety and environmental standards. The contract allows for management of traffic, pedestrians, property, and environment during the delivery of the works, with stringent Occupational Health and Safety requirements. The recommended contractors in this instance have appropriate OH&S systems operable to meet the requirements of works.

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**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

9. Consultation with affected road users and relevant stakeholders will take place prior to the commencement of any works.
10. The Communications and Marketing unit of Council may participate in the media and communications associated with some locations relating to the delivery of works under this contract.

**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**

13. Officers considered this procurement for collaboration with other Councils and Public Bodies and deemed it not required as this road maintenance project impacts roads that are managed by the City of Ballarat and are unlikely to have any proximity to other local authorities.

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## 8.5. COMMUNITY ASSET COMMITTEES ANNUAL REPORT

**Division:** Community Wellbeing  
**Director:** Matthew Wilson  
**Author/Position:** Nicky Davidge – Coordinator Community Development

### PURPOSE

1. To present the Annual Community Asset Committee Review for FY 2022/23.

### BACKGROUND

2. The following Community Asset Committees are currently established for the purpose of managing a community asset in the municipal district in accordance with Section 65 of the *Local Government Act. 2020*;
  - Ascot Mutual Improvement Association Hall – Community Asset Committee
  - Brown Hill Community Hall – Community Asset Committee
  - Buninyong Hall – Community Asset Committee
  - Burrumbeet Soldiers Memorial Hall – Community Asset Committee
  - Cardigan Village Community Centre – Community Asset Committee
  - Invermay Recreation Reserve – Community Asset Committee
  - Miners Rest Mechanics Institute Community Hall – Community Asset Committee
  - Scotsburn Community Hall – Community Asset Committee
  - Sebastopol RSL Hall – Community Asset Committee
  - Warrenheip Memorial Hall – Community Asset Committee
3. An Annual Return form was created and distributed to the Community Asset Committees to complete ensuring relevant information was attained for this reporting requirement.

### KEY MATTERS

4. Activities of the Community Asset Committees are reported as a summary of facility usage and maintenance over the last financial year.
5. The Annual Returns submitted by each Community Asset Committee vary in level of detail. Full copies of each Committee's Annual Return form are provided as confidential attachments to this report as they contain personal and specific financial details.
6. When exercising the powers, functions, and duties delegated to the Community Asset Committees by the Chief Executive Officer as per Section 47 (1) of the *Local Government Act 2020*, all Community Asset Committees have remained compliant with specified governance requirements including Council's Committees Policy and the Committees Terms of Reference.



7. The below list shows the memberships that were altered during the 2022/23 period with membership changes being endorsed by Council. No further changes in membership have been received following the June 2023 Council Meeting report.

- Buninyong Town Hall – member resigning in December 2022
- Burrumbeet Soldiers Memorial Hall – member resigning in June 2023
- Miners Rest Mechanics Institute Hall – member resigning in June 2023 and member joining in June 2023.

8. **Highlights for 2022/23**

<b>Community Asset Committee</b>	<b>Highlights</b>
Ascot Hall	Approximately \$16,500 in cash reserves. 22,500-litre tank and associated plumbing installed.
Brown Hill Hall	Approximately \$48,500 in cash reserves. Regular users are at the Hall around 28 hours a week.
Buninyong Town Hall	Approximately \$18,000 in cash reserves. Four permanent weekly bookings with most weekends booked through casual users.
Burrumbeet Hall	Approximately \$35,000 in cash reserves. ANZAC Day dawn service well attended.
Cardigan Village	Approximately \$8,000 in cash reserves. Community Centre was booked for various parties and sewing group activities.
Invermay Recreation Reserve	Approximately \$51,000 in cash reserves. Completion of a new tennis court fence at a cost of \$52,765.
Miners Rest Hall	Approximately \$11,000 in cash reserves. Installation of two split systems and a commercial dishwasher.
Scotsburn Hall	Approximately \$16,000 in cash reserves. Outdoor flood lighting upgrade.
Sebastopol RSL Hall	Approximately \$16,500 in cash reserves. Hall is well utilised all year round by various regular groups such as Karate, Filipino Association, furniture makers and events such as the Blue Light Disco.
Warrenheip Hall	Approximately \$11,000 in cash reserves. Consistent use of the Hall including pop up shops, birthday functions and trivia nights.

## OFFICER RECOMMENDATION

### 9. That Council:

- 9.1 Receive and note the Annual Community Asset Committee Review 2022/23 has been made in accordance with section 47 (6) of the *Local Government Act 2020*.
- 9.2 Acknowledge the contributions the Community Asset Committees made through the activities and performance as outlined in the review.

## ATTACHMENTS

- 1. Governance Review [8.5.1 - 2 pages]
- 2. Annual Community Asset Committees Review 2022 23 [8.5.2 - 9 pages]

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

1. This report noting the annual activities and performance of Community Asset Committees is a statutory requirement of Section 47 (6) of the *Local Government Act 2020* and links to the Council Plan principle: Accountability.

**COMMUNITY IMPACT**

2. It is considered that the report does not have any community impact implications.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

3. It is considered that the report does not have any climate emergency or environmental sustainability implications.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

4. It is considered that the report does not have any economic sustainability implications.

**FINANCIAL IMPLICATIONS**

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

**LEGAL AND RISK CONSIDERATIONS**

6. In accordance with Section 47 (6) of the *Local Government Act 2020* the Chief Executive Officer must submit an annual report to the council in relation to the activities and performance of a Community Asset Committee in respect of which the members have been given a delegation under this section.
7. The report complies with the *Local Government Act 2020*.

**HUMAN RIGHTS CONSIDERATIONS**

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

**COMMUNITY CONSULTATION AND ENGAGEMENT**

9. There has been consultation with representatives from each of Council's ten Community Asset Committees in the development of 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.

**PROCUREMENT COLLABORATION**

**(For Contracts Only)**

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**Annual Community Asset Committees Review 2022/23****Introduction**

Community Asset Committees, in accordance with Section 65 of the *Local Government Act. 2020*, are established for the purpose of managing a community asset in the municipal district.

Council's Community Asset Committees manage a range of facilities on Council's behalf, including public halls.

Below is a list of the City of Ballarat's ten (10) Community Asset Committees:

- Ascot Hall Community Asset Committee
- Brown Hill Hall Community Asset Committee
- Buninyong Community Hall Asset Committee
- Burrumbeet Soldiers Memorial Hall Community Asset Committee
- Cardigan Village Centre Community Asset Committee
- Invermay Recreation Reserve Community Asset Committee
- Miners Rest Mechanics Institute Hall Community Asset Committee
- Scotsburn Community Hall Asset Committee
- Sebastopol RSL Hall Community Asset Committee
- Warrenheip Hall Community Asset Committee

Membership for the following Community Asset Committees has altered during the 2022/23 period with membership changes being endorsed by Council:

- Buninyong Community Hall – one member resigning in December 2022
- Burrumbeet Soldiers Memorial Hall – one member resigning in June 2023
- Miners Rest Mechanics Institute Hall – one member resigning June 2023 and one member joining in June 2023

When exercising the powers, functions and duties delegated to them by the Chief Executive Officer as per Section 47 (1) of the *Local Government Act. 2020*, all Community Asset Committees have remained compliant with specified governance requirements including Council's Committees Policy and the Committees Terms of Reference.

Community Asset Committees have provided an Annual Return with details on the 2022/23 budget, highlights, activities, facility usage and maintenance. The following report provides a summary of the activities and performance of the Community Asset Committees for the past 12-months.

**Ascot Hall Community Asset Committee****About Us**

Ascot is a rural locality approximately 22 kilometres north of Ballarat. In the 2021 census, Ascot had a population of 93.

Ascot has a great community spirit and great affection and love for the Ascot Community Hall.

**Cash Reserves**

The Committee has approximately \$16,500 in cash reserves.

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**Highlights and Activities**

The Hall continues to be busy hosting dances, Country Fire Authority meetings, training activities, birthday parties, weddings, wakes and general get togethers.

The Hall is regularly used for local community members and a lot of travellers utilising the public toilets.

**Maintenance and Upgrades**

A 22,500-litre water tank and associated plumbing has been installed with volunteer labour.

The Committee is very proactive and would like to make some modest changes to the kitchen.

**Brown Hill Hall Community Asset Committee****About Us**

Officially opened in December 1966, the Brown Hill Hall remains a venue well utilised by the local community.

The Hall is suitable for private functions such as birthday parties, weddings, anniversaries, reunions, meetings and dances.

**Cash Reserves**

The Committee has approximately \$48,000 in cash reserves.

**Highlights and Activities**

The past 12-months have been challenging for the Brown Hill Hall Community Asset Committee with bookings and enquiries taking off after closures due to COVID-19 and the departure of the President, who undertook a number of Committee roles.

Booking for the Hall have skyrocketed, with a large number of regular user groups and organisations bringing the local Ballarat community together on a weekly basis.

The venue has been used for weddings, birthdays, memorial services, dances, band practice, exercise classes, markets, balls, religious services, cultural festivals, educational workshops, and holiday programs.

The refurbishment of the two meeting rooms have increased the flexibility of the Hall and allowed multiple bookings to take place at the same time.

The Hall is cleaned and generally maintained by paid cleaners which has been appreciated by user groups.

Usage at the Hall for regular users is approximately 28 hours a week, with casual user bookings on top of this.

**Maintenance and Upgrades**

It was identified and reported that the lighting into the Hall was not working consistently and not providing adequate lighting to the entrances of the hall and carpark. The light has had repairs and

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alterations made, however it is still not adequate to address safety issues. The City of Ballarat is investigating what other options could work in this space.

The City of Ballarat is working with the Brown Hill Hall Community Asset Committee with some ongoing maintenance issues associated with renovation work to the roof.

The Committee has identified a need for AV equipment such as digital projectors, screens and sound system equipment.

**Buninyong Community Hall Asset Committee****About Us**

The Victorian Italianate style building was started in 1886 with the foundation stone being laid by the then Mayor who successfully lobbied the government for a \$1,000 grant to contribute to the total building cost of \$2,600.

Over the years the Town Hall complex deteriorated and during the conversion central heating was installed and the building repaired and redecorated using the original colour scheme and stencilling.

The Town Hall is now managed by the Buninyong Community Hall Asset Committee appointed by the City of Ballarat. The Hall and adjoining rooms on the west are available for hire for special events and are regularly used by community groups such as the Senior Citizens. The Hall is also a popular venue for private functions.

**Cash Reserves**

The Committee has approximately \$18,000 in cash reserves.

**Highlights and Activities**

The Buninyong Town Hall continues to be a busy space. There are four weekly permanent bookings and then casual bookings on most weekends.

Acting workshops, dance classes, Senior Citizens and craft groups provide weekly activities at the Hall.

New chairs have been purchased and fundraising will continue to design and build a new sign to inform the community of what things are happening at the Hall.

**Maintenance and Upgrades**

The Committee have identified some attention is needed to the spouting on the Hall to mitigate long term damage.

Council will work with the Committee with ongoing maintenance and streamlining the reporting process.

**Burrumbeet Soldiers Memorial Hall Community Asset Committee****About Us**

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The name Burrumbeet is derived from the local aboriginal word burumbidji meaning muddy or dirty water. The Burrumbeet Soldiers Memorial Hall was built in 1935 and used regularly by the local community for meetings and events such as Burrumbeet CFA meetings and The Friends of Lake Burrumbeet.

The Hall is available for hire and is suitable for private functions such as Christmas parties, birthday parties, reunions, fundraisers, and exhibitions.

The well-equipped kitchen includes a commercial stove/oven, and the Hall has split system heating and cooling and ceiling fans.

**Cash Reserves**

The Committee has approximately \$35,000 in cash reserves.

**Highlights and Activities**

Several activities were held at the Burrumbeet Soldiers Memorial Hall, with the highlights being the ANZAC Day dawn service, CFA Awards Ceremony Day, Fashion Parades, and the Avenue of Honour Tree replanting.

Regular users of the Hall include the Friends of Lake Burrumbeet.

The Hall usage also accounted for many events that were catered using the Hall's kitchen.

**Maintenance and Upgrades**

The Committee has identified that storage room is needed for large equipment. A hard stand is required on the North side of the Hall and the Committee is investigating the installation of a defibrillator at the Hall for community access.

**Cardigan Village Community Centre Community Asset Committee****About Us**

Originally built as the sales office for a real estate agent when Cardigan Village was under development, the Cardigan Village Community Centre is sited in a residential area on parkland that also features a free electric BBQ and covered picnic area, playground, and tennis court.

The venue is suitable for private functions such as meetings, reunions and birthday parties and is regularly used for craft groups and playgroups.

The Community Room is fully heated and cooled and there is off street parking available.

**Cash Reserves**

The Committee has approximately \$8,000 in cash reserves.

**Highlights and Activities**

The Community Centre was booked for various birthday parties and sewing group activities.

**Maintenance and Upgrades**

Nil identified.

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**Invermay Recreation Reserve Community Asset Committee****About Us**

The Invermay Recreation Reserve features two separate venues; the Sports Club, opened in 1996, and the Hall which was opened in 1986.

The Hall features timber flooring, a carpeted meeting room and a full kitchen. The reserve grounds include a playground, gas BBQ, turf cricket on the oval, four tennis courts and a recreational oval.

Both venues are suitable for private functions such as weddings, birthdays, family reunions, anniversaries and Christmas parties.

Regular users of the facilities including tennis, cricket and lawn bowls sporting clubs and the Ballarat Society of Model Engines.

**Cash Reserves**

The Committee has approximately \$51,000 in cash reserves.

**Highlights and Activities**

The Invermay Recreation Reserve Asset Committee takes the role of overseeing groups who use the Reserve and ensure that they are functioning well. These groups include:

- Invermay Progress Association
- Invermay Bowling Club
- Creswick Imperials Cricket Club
- The Ballarat Society of Model Engineers.

These groups are integral to the success of the Reserve, and all take responsibility for their own respective areas, and the financial management of their own clubs.

The general parkland areas are maintained by the Community Asset Committee.

The Public Hall usage is managed by the Progress Association, and is heavily booked for parties, weddings, monthly dances, business and school conferences/activities, indoor bowls during winter months etc.

The Sports Club building is managed by a committee with two representatives from each of the user groups, under the umbrella of the Progress Association. It is used weekly for all social activities of the groups as well as private bookings for parties, weddings, after funeral wakes etc.

The Cricket Club conduct a 14-week Season starting October each year and through the summer months, as well as practice sessions and use of the enclosed nets.

The Bowling Club conduct an 18-week Pennant Season October through to March each year. The synthetic green allows it to be operational all year round, this year a winter competition has been held every Friday (weather permitting). Many district bowlers visit and use our facility while their grass greens are closed.

The Model Engineers are constantly developing their area, so it confirms with Regulations that allow them to have the public visit and enjoy their facility. Public Liability Insurance is a costly item of expenditure for them.

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Other areas of the Reserve include - the BBQ area, the playground, half basketball court, and the oval for general fitness and relaxation, which means that someone is always around at some stage of the day.

**Maintenance and Upgrades**

The Committee has completed a new fence, surrounding the Tennis Courts at a cost of \$52,765.00. Although no competition tennis is played here, the courts are constantly used by locals and the general public. The nearby school provide a coach who attends weekly for their students to learn the game.

**Miners Rest Mechanics Institute Hall Community Asset Committee****About Us**

In the early 1850s Miners Rest was a midway point between the recently discovered goldfields of Clunes and Buninyong and as such became a point of rest for miners travelling from one goldfield to another.

The original features of the Miners Rest Community Hall are over one hundred years old, including an open fireplace.

Today the hall is used regularly by the local community with activities such as Landcare meetings, Lions Club meetings, Hall committee meetings, morning teas, Yoga, and exercise classes. The hall is also suitable and used for private functions such as weddings, birthday parties, fundraisers, reunions, and exhibitions.

**Cash Reserves**

The Committee has approximately \$11,000 in cash reserves.

**Highlights and Activities**

During 2022/23, the Miners Rest Mechanics Institute Community Hall has been very well supported by the community. Party bookings took place almost every weekend with the exceptions of 18<sup>th</sup> and 21<sup>st</sup> parties due to the risks associated.

Monthly morning teas are well attended on the first Wednesday of the month and weekly dance and exercise classes continue. In 2022/23 there were two Holistic Markets run and a five-day puppy education class.

A wedding and an auction were held throughout 2022/23 which assisted with income.

The Committee was successful in receiving a City of Ballarat Community Impact Grant which assisted in the purchase of a dishwasher to upgrade the kitchen facilities and provide a more hygienic environment.

**Maintenance and Upgrades**

Several maintenance and upgrades occurred in 2022/23, with major upgrades including the installation of two split system air conditioners, one commercial dishwasher and the purchase of a vacuum cleaner.

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**Scotsburn Hall Community Asset Committee****About Us**

Located at the foot of Mount Buninyong, Scotsburn was named after the Scott family. In 1891 the Scotsburn Hall was built and in 1988 the land immediately surrounding the Hall became a Bicentennial Park.

Bicentennial Park now has a covered picnic area with picnic tables and a portable BBQ. The Hall features wooden floorboards, a stage with a rear and side entrance, electric strip heating and bench seating around the walls.

Since its establishment the Hall has been utilised by the local primary school, the tennis club and local residents for various functions.

The Committees' aim is to attract a group that would use the facility on a permanent weekly basis.

**Cash Reserves**

The Committee has approximately \$16,000 in cash reserves.

**Highlights and Activities**

During 2022/2023, the Hall was booked approximately 50 times. Usage ranged from community group meetings, birthday and Christmas functions, band rehearsals and general community gatherings.

**Maintenance and Upgrades**

Grounds continue to be kept neat and tidy and maintained to a good standard.

Outdoor flood lighting was upgraded by the City of Ballarat.

The Committee is working in collaboration with the City of Ballarat to deliver upgrades to a shared fence and drainage, a footpath to the toilets, and repairs to the tennis court fence.

The Committee has identified that the outside toilets require upgrading and the addition of an inclusive toilet.

**Sebastopol RSL Hall Community Asset Committee****About Us**

The Sebastopol RSL Hall was opened in 1955 and extended in 1958 to include a supper room, billiard room, and gymnasium. The Hall was built in Birdwood Avenue, so named for the avenue of trees planted in 1917 in memory of World War One soldiers.

The Hall is regularly used by members, and other regular events including Zumba and Karate. The venue is available for casual hire for birthdays, anniversaries, weddings, fundraisers, reunions, club meetings and Christmas parties.

The main Hall has lots of natural light, features a polished wooden floor, central heating, an AV system including a projector, projector screen and PA system and portable BBQ which can be used in the courtyard.

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**Cash Reserves**

The Committee has approximately \$16,500 in cash reserves.

**Highlights and Activities**

The Hall was well utilised in 2022/23, with regular users including Karate, bible studies, craft classes, Filipino Association, ladies' bowls, dance, furniture makers and Blue Light Disco.

**Maintenance and Upgrades**

The Committee have identified upgrades required for toilets and flooring in the building.

**Warrenheip Community Hall Asset Committee****About Us**

Named after nearby Mount Warrenheip, the original Warrenheip Memorial Hall was built to commemorate World War I and was replaced by the current Hall in 1968.

The Hall is suitable for a wide range of private functions including weddings, birthday parties, community events, school events, fundraisers, presentation nights and anniversaries.

The Hall has electric wall heaters, permanent fairy lights, a full functional kitchen and ample off-street parking.

**Cash Reserves**

The Committee has approximately \$11,000 in cash reserves.

**Highlights and Activities**

Usage for the Hall has been consistent during 2022/23, with regular dance groups and after school programs using the space.

There has also been pop up shops, birthday functions, a trivia night and baby shower.

**Maintenance and Upgrades**

The Committee have identified that there needs to be upgraded parking and access to more parking spots.

**Our Commitment to Continuous Improvement**

Council is committed to improving relationships with the Community Asset Committees through regular communications, assistance with maintenance programs and improved reporting.

During 2022/23, City of Ballarat provided a one-off COVID-19 utilities payment opportunity to Community Asset Committees. A total of \$9,115.41 was paid to eight of the ten Community Asset Committees.

A comprehensive review of governance practices and documents including terms of reference, funding arrangements and agreements will be undertaken over the next 12-months in consultation with the Community Asset Committees and Council's governance team.

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Council will continue to assist the Community Asset Committees, with a particular focus on activating their spaces, increasing promotion, improved governance requirements, and looking for innovative solutions to assist with the workload of volunteers.

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## 8.6. CREATIVE CITY STRATEGY IMPLEMENTATION REPORT

**Division:** Economy and Experience  
**Director:** Martin Darcy  
**Author/Position:** Tara Poole – Coordinator Creative City

### PURPOSE

1. This Report presents the 2023 Creative City Report Card, measuring the outputs of the ongoing application of the award-winning Creative City Strategy.
2. This Report Card also evaluates the impacts and challenges to the creative sector from changes in economic and societal circumstances and pressures.

### BACKGROUND

3. In 2019 Ballarat Council endorsed the 10-year Creative City Strategy (the Strategy), which sought to make Ballarat a city that nurtures the creative spark, builds sustainability within the creative industries, and actively grows the creative economy and practitioner.
4. The award-winning Strategy (winner of Best Planning Ideas - Large Project – Planning Institute Australia 2020 and Economic Development Strategic Thinking – Economic Development Australia, 2019) is innovative, identifying cross-Council obligations and encouraging community, business, and the wider creative sector to also participate.
5. The Strategy identifies ambitious targets, from growing jobs to increasing foot traffic in the CBD, to supporting the marketing of Ballarat. This annual report card provides an examination of the outcomes from the 2022/23 period and progress toward achieving these goals, by tracking the outputs and actions of the relevant Business Units of the City of Ballarat.
6. The 2023 Creative City Strategy Report Card is the third annual report card on the application of the Strategy.
7. The Creative City Strategy meets our obligations listed within the 2021-2025 Council plan, predominantly Goal 5 – a strong and innovative economy and city, and specifically addresses the following Strategic Objectives:
  - Objective 5.2 - Support local businesses to explore, innovate and adapt to emerging economic opportunities.
  - Objective 5.6 - Facilitate increased vibrancy in the CBD and other key business precincts.
  - Objective 5.7 - Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City

8. The Strategy lists seven major Goals with measurable targets. The 2023 Report Card clearly indicates that the City of Ballarat is successfully delivering on these goals, which is delivering positive effects for the creative sector. The only exception is the falling numbers of creative jobs identified in Goal 5 – which is part of a national and cultural downward trend in creative job losses.

GOAL	TARGET	OUTCOMES 2022/23
Goal 1: Ballarat is a creative city with entire community participation	More than 50% of Ballarat households will actively take part in one nominated cultural/creative program each year by 2030.	Exceeded
	Indigenous programming evident in 30% of the City's creative and cultural events by 2030	On track at 27%
Goal 2: Ballarat is a city where artists and creatives can sustain professional careers and prosper	Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.	On track – increased by a factor of 2.
Goal 3: Ballarat has a strong domestic audience and consumer market for local creative product	Triple the aggregate number of attendances at nominated events and institutions in Ballarat, from residents, between 2018 and 2030	On track – increased by a factor of 1.5
Goal 4: Ballarat's cultural economy and market is continually growing	Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030	Cultural tourism nights increased from 380,000 (21/22) to 420,000 (22/23). Cultural tourism spend increased from \$92mill to \$109mill in 12 months
Goal 5: Ballarat is a city with strong representation of a variety of creative industries	Achieve 3,000 jobs in Creative Industries by 2030	Falling. Total gross revenue of sector down by 20% in four years as a result of structural changes to the sector.  15% drop in full-time creative sector employment.  18% rise in self-employment within the creative sector.
Goal 6: Ballarat is a city where strong creative capabilities are used throughout industry and the community	Increase the proportion of STEAM qualified professionals in the Ballarat labour force from 14% to 20% by 2030	STEAM qualified category has increased from 14.7 percent to 17.8 percent.
Goal 7: Ballarat has a high-quality creative precinct which is vibrant, playful and tells the unique story	Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030	Foot traffic in bridge mall increased 7%  New counter sites being established



## KEY MATTERS

9. Whilst good progress has been made in execution of the Strategy, it is evident that the positive outcomes of the Strategy are being tested by economic downturns, infrastructure needs, changes in creative sector practice and consumption, dramatic changes in audience behavior, the pandemic, and the development of new technologies.
10. Coupled with rising population growth and the increasing demand for cultural content from tourism, the pressure on the creative sector has never been greater. This environment is resulting in significant challenges to the Strategy's key objective of making Ballarat "the home of the sustainable practitioner".
11. In response to these challenges and as we approach the halfway mark of the Strategy's lifespan, Officers will review the targets and goals to be more attuned to current economic needs and pressures.

## OFFICER RECOMMENDATION

### 12. That Council:

- 12.1 **Receive the results of the 2023 Creative City Strategy Report Card, noting the progress completed towards execution of the Ballarat Creative City Strategy.**

## ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]
2. Ballarat Creative City Strategy Spread [8.6.2 - 60 pages]
3. Creative City Report Card [8.6.3 - 45 pages]

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

1. The Creative City Report Card is a requirement under the implementation of the Creative City Strategy.
2. The Creative City Strategy meets our obligations listed within the 2021-2025 Council plan, Goal 5 – a strong and innovative economy and city, and specifically addresses the following Strategic Objectives.
  - a. 5.2 Support local businesses to explore, innovate and adapt to emerging economic opportunities.
  - b. 5.6 Facilitate increased vibrancy in the CBD and other key business precincts.
  - c. 5.7 Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City.

**COMMUNITY IMPACT**

3. In 2019 Ballarat Council endorsed the 10-year Creative City Strategy, which sought to make Ballarat a city that nurtures the creative spark. Creative expression is identified as a crucial element of community wellbeing – shown to reduce mental health issues, bring communities together and generate a strong self-identity.

**CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS**

4. There are no climate emergency and environmental sustainability outcomes through application of the Creative City Strategy.

**ECONOMIC SUSTAINABILITY IMPLICATIONS**

5. The 2019 Creative City Strategy's focus is on building sustainability within the creative industries, and actively growing the creative economy and practitioner.
6. The impact of the application of the Creative City Strategy is to strengthen the resilience of the creative sector, and to ensure viability of creative enterprises which deliver employment and income.
7. Effective application of the Creative City Strategy will ensure the city's cultural capital is protected, strengthen corollary organisations and businesses, and deliver Ballarat's unique point of difference to the tourism market.

**FINANCIAL IMPLICATIONS**

8. There are no specific financial implications to the release of the 2022/23 Creative City Report Card.

**LEGAL AND RISK CONSIDERATIONS**

9. There are no legal and risk considerations to the release of the 2022/23 Creative City Report Card.

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#### HUMAN RIGHTS CONSIDERATIONS

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

#### COMMUNITY CONSULTATION AND ENGAGEMENT

11. Community consultation is not required for the release of the Creative City Report Card.

#### 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)**

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# BALLARAT'S CREATIVE CITY STRATEGY

FINAL APRIL 2019

CITY OF  
BALLARAT 





Art Gallery of Ballarat  
Artist: Inge King  
Architect: Searle x Waldron Architecture  
Photographer: John Gollings



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## VISION

**Ballarat is an iconic city  
which inspires creativity,  
demands discovery and  
rewards the inquisitive.**

**Acknowledgement of Ballarat's first peoples:** The City of Ballarat is proud to acknowledge the Traditional Owners of Country which includes Ballarat today, the Wadawurrung and the Dja Dja Warrung peoples, and pays respect to all Elders, past, present and emerging, as well as Elders from other communities who reside here today. They hold the memories, traditions, culture and hope of Aboriginal and Torres Strait Islander people around Australia.

## EXECUTIVE SUMMARY

### BALLARAT IS AN INHERENTLY CREATIVE CITY. IT IS AN INNOVATIVE CITY. IT IS A CITY BUILT ON A UNIQUE AND RICH PAST.

Ballarat is an inherently creative city. It is an innovative city. It is a city built on a unique and rich past. From its strong indigenous culture, to a nineteenth century global rush for gold, to a twentieth century exploration of its own story and narrative – sometimes dark, sometimes rebellious, always changing. Ballarat has always been a city not afraid of revealing its layers, its evolution, its spirit.

A city visibly built from the wealth of one of the remarkable eras in world history, Ballarat has a heritage landscape that is already world class and worth celebrating. We are a place that was built on high stakes, by the risk takers, the innovators, the radicals and by people with a vision, ideas and a desire to leave a legacy.

Ballarat has always been full of creative energy. It also has a past that will continue to be questioned. It is a city with the tensions of history pulling against the spirits of future optimism to reveal a whole new set of stories. Herein lies the Ballarat creative ecology. What talents do we wish to celebrate and share with the world? What is it to be a city that has found its creative edge? What is it to be a city which is culturally confident, ambitious, always regenerating - celebrating our past, present and future?

Our elders are returning and demonstrating their creative talent and our young indigenous artists are now presenting on the world stage. We have the rich legacy of the Royal South Street Society, and our community theatre companies and performing arts schools are producing world class musicians, dancers, performers. Just ask any major theatre company in Australia how many of their performers are Ballarat alumni. Furthermore, our collectives of grassroots and rare trades artists are flourishing, sharing their passion with each other and the community.

We have successful platforms for presenting creative talent, and this includes Australia's finest regional art gallery and theatre and our arts festivals which are attracting international attention. In addition, we have unique space, places, laneways that are activated by public and street art.

Our music scene and venues are established and one of a kind, and we are home to orchestras, pub rock acts, opera, jazz festivals, and punk.

In recent years we have seen our creative industry sector emerge and produce digital video games, fashion, jewellery, architecture and all manner of designer and artisanal products. Then there is our tech and innovation sector, which is taking it all to a new level.

We in Ballarat are culturally rich. And we are ready to demonstrate it – to our community and to the world. Our residents have told us of their aspirations for Ballarat's Creative City Strategy and how it will contribute to a Ballarat that is proud, bold and thriving.

We acknowledge that to achieve our ambitions, we all need to celebrate what we have, nurture our talent, collaborate on realising our visions and support our cultural and creative industries.



Image: Pitcha Makin Fellas, 'More than One Golden Nation' (2017), acrylic on board



### THE SPARK

Creativity is at the heart of our city's future. A creative city is one that can wear the changes in economic forces, that drives businesses to grow and delivers greater community cohesion and wellbeing. The creative sector in Ballarat is crucial to our prosperity, helping create better places to live and work. Creative thinking is what will help all sectors to blossom, and underpin a healthier, happier and wealthier city.

This strategy is about all of us. The Creative City Strategy for Ballarat has been designed to capture the voice of our extensive community, and to directly feed it into the action plans and activities we want to implement over the next few years. In turn, this strategy will support the wider plans for our city to be led and informed by great design.

The spark of creativity drives everything. That spark is present in the intensely trained artist building a body of work, to the problem-solver in a major multinational, to an innovator bringing new thinking to an old problem, to the tiny micro-business just starting out in a lounge room. Harnessing that spark is what this strategy is all about.

Providing the right environments to help that spark grow, incubating it, helping to get it established and flourishing – that's where we can all play a part.

### WHAT ARE BALLARAT'S CREATIVE CITY IDEALS?

The creative city strategy is futureproofing the City of Ballarat, by assisting in the incubation, establishment and sustainability of the creative individual and sectors, and ensuring we help unleash the City's potential.

Ballarat is a city dedicated to embedding creativity within its very fabric.

During our three phases of community consultation during 2018<sup>1</sup>, we had conversations with diverse and highly motivated groups of community members who told us that in more recent times, Ballarat's identity has been building on the strengths of an emerging, passionate, independent and vibrant creative community that works across a very diverse range of practice which is challenging norms. When asked to envision the future of Ballarat as a creative city, some of the key themes that were discussed by our community included Ballarat as a place for incubating, educating and establishing creative talent; Ballarat as a place where doing and being creative is embraced, valued and nurtured as a business; and tapping into unique characteristics and strengths of the City to build a strong narrative and growth across creative industries.

In this document you will see all voices and comments captured and see how all of our contributions have helped shape the development of the strategic thinking.

The next steps are to turn these thoughts and intentions into action, and we are going to do exactly that.

<sup>1</sup>To find out what our community wanted, we held an online survey to ask: What we value, what can we be, and how can we position ourselves as Australia's leading regional creative city? We also conducted: a community drop in session on Lydiard Street; 4 stakeholder workshops attended by over 70 local artists, creatives and community groups; over 20 targeted interviews with key stakeholders, business leaders and industry experts; face-to-face meetings with businesses and land owners throughout the creative precinct.

An analysis of community feedback and research was presented online in a series of background papers (see City of Ballarat's Mysay website: <https://mysay.ballarat.vic.gov.au/creative-city/>). These were presented at a full day 'charette-style' conference attended by over 50 creative and broader industry sector leaders to formulate the broad structure of this Strategy including its vision, strategic goals and actions. A draft of the strategy was developed - which brought together all of this input. This was released for public consultation in late 2018 for a period of approximately 10 weeks, resulting in final edits to produce this document.

### We strive to make Ballarat the city of the sustainable practitioner

Based on our conversations, Ballarat's future ideals for our Creative City are:

BALLARAT'S CURRENT CREATIVE SECTOR	BALLARAT'S FUTURE CREATIVE CITY IDEAL
Good at presenting creativity	Presenting, nurturing and professionalising creativity
Good at bringing external shows into Ballarat	Promoting both local and external talent to visitors, local and international audiences
Good at grassroots creativity and promotion	Selling our home-grown creative products to external markets
Great flagship cultural institutions	Innovative and experimental cultural offerings in addition to world-class cultural institutions
Great arts education at a secondary and tertiary level	Creative education and participation throughout the whole community
Good promotion and strategy by certain individuals and establishments	A shared creative city vision and brand for the whole of Ballarat
Good emerging creative industries	A strong creative industry sector which has found its competitive edge

### DEFINITION OF CREATIVITY AND CREATIVE SECTORS:

The definitions of creativity and creative sectors are often hotly contested. In the Ballarat Creative City Strategy we define creativity as problem solving, design, invention, crafting, making and the connection of the unconnected to create something new.

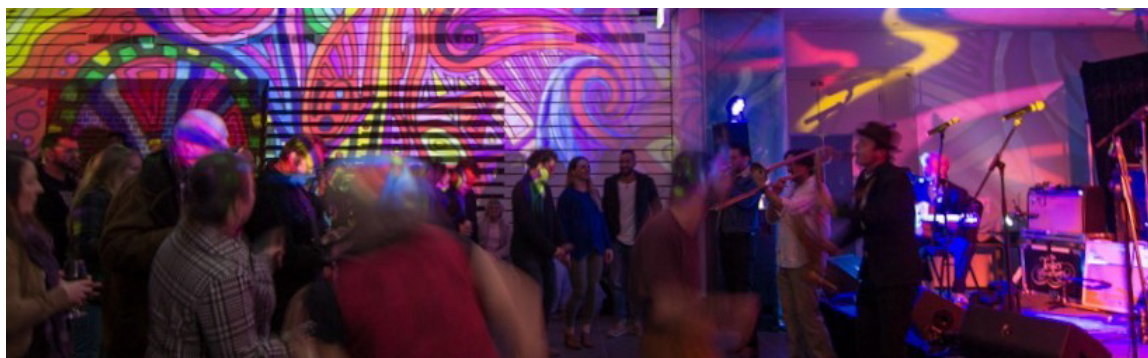
The creative sectors are wide and embracing, and the lines between creative fields are increasingly blurred. The term creative sector describes a wide range of activities. Some of these activities are amongst the oldest in history, and others have only come into existence with the advent of digital technology. Some of them are established to sell goods and services, others may be designed to create bodies of work.

The creative sectors are growing in importance to our local economy. These sectors employ people, sell goods, drive thinking forward. They tend to be innovation-led and knowledge intensive, and can fall into the categories on the following page (which are non-exhaustive).

Image: City of Ballarat



Image: City of Ballarat



ADVERTISING	MOVING IMAGE	DIGITAL GAMES DEVELOPMENT	WRITING
ARCHITECTURE	MULTIMEDIA	EVENTS	GASTRONOMY
BROADCASTING	MUSIC AND PERFORMING ARTS	FASHION	SCULPTURE
CERAMICS	GALLERIES, LIBRARIES, ARCHIVES AND MUSEUMS	RESEARCH AND DEVELOPMENT	PUBLIC ART
CRAFTS	PUBLISHING	PERFORMING ARTS	VISUAL ARTS
PHOTOGRAPHY	CURATION	SOFTWARE AND TECHNOLOGY	▽ ▽
FILM	DESIGN	▽ ▽	



### BALLARAT – AN ECONOMY AND COMMUNITY POWERED BY STEAM

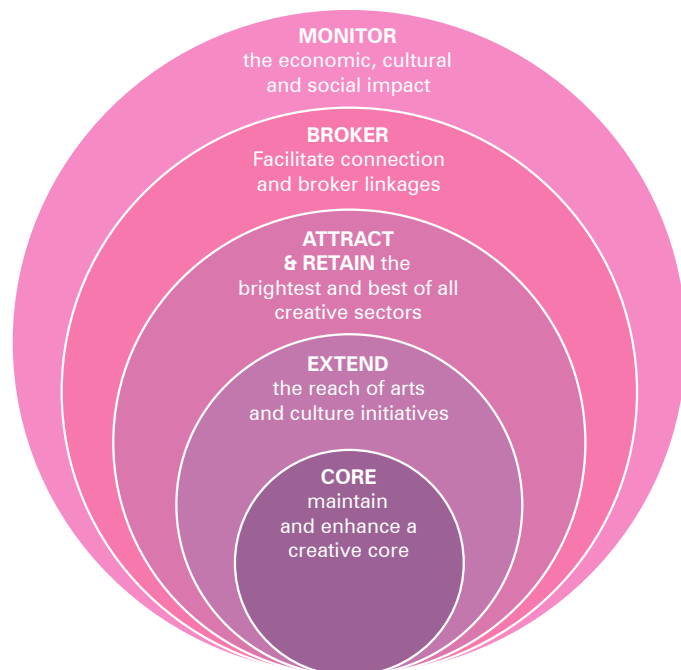
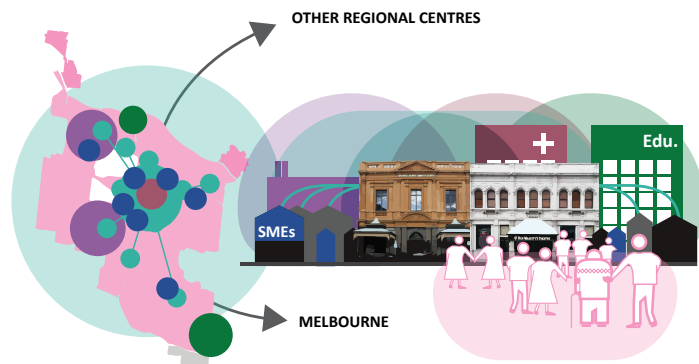
Ballarat increasingly recognises that the integration of skills associated with science, technology, engineering, arts and mathematics (STEAM) will provide our community with higher order abilities to deal positively with our 21st century global challenges.

Through our consultation process, our community clearly asked for a community with:

- A strong creative core
- Embedding creativity into the wider life of Ballarat
- A clustering of sustainable creative industries and activities
- The brokering of creative relationships and links between industries and sectors
- Stimulation and support for wider creative impact, reaching deep into the very fabric of the City

Ballarat's Creative City Strategy strives to:

1. Maintain and enhance a leading arts and culture core, investing in creative initiatives and individuals within the region.
2. Extend the reach of arts and culture, creative initiatives and design thinking across all aspects of the wider Ballarat community.
3. Attract and retain the brightest and best of all creative sectors to the City and support them in their growth and development.
4. Facilitate connections and brokers linkages between creative sectors, industry, institutions and individuals to create new, or refine existing, markets and innovations.
5. Monitor the economic, cultural and social impact of arts and culture initiatives upon the community; track the growth of new initiatives and measure the wider impact on the wellbeing and cohesion of the Ballarat community,



**HOW WILL WE REALISE OUR VISION?**

*A part for everyone to play...*

We will realise our vision if we all play our part in making it happen. Whilst the preparation of this strategy has been initiated and funded by the City of Ballarat, it espouses the aspirations and ideals of our whole community. As such, it proposes a whole-community approach to delivery. It is a strategy for the whole of our

city, with an accompanying master plan for our Creative Precinct more specifically. It is an open invitation for each of us to take a leading role. The strategy therefore makes suggestions for how different players in the community – be they community members, artists, Council, businesses and organisations, the creative industries or government - can contribute to delivering on the actions on the following page.

Image: Freya Hollick, by Michael Weston



## OUR THREE PLATFORMS

### PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

Catapult 1. Visible Creativity – always something happening

**A1. Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.**

**A2. Take opportunities to use temporary and other structures and spaces as a canvas for local creative expression**

Catapult 2. Improving access, sustaining creative industry professionals

**A3. Provide income streams and pathways to support Ballarat's creative industry professionals**

**A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses**

Catapult 3. Sustainable funding and investment

**A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector**

**A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector**

Catapult 4. New audiences, participants and markets

**A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity**

**A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries**

**A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM)**

**A10. Properly understand audience segments and their aspirations**

### PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

Catapult 5. Can-do creativity

**A11. Support a strong creative learning ethos in Ballarat which produces the skills and talent we need to realise the vision of the Creative City strategy**

Catapult 6. More places to create and share

**A12. Continue to unlock underutilised real estate in Ballarat to support creative industries**

**A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and development of their creative practice**

**A14. Develop more opportunities for creative co-working, mentorship / networking and professional development**

Catapult 7. Unleash the thinkers, doers and influencers

**A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community**

### PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD CLASS

Catapult 8. Ground-breaking institutions and cultural offerings

**A16. Demonstrate Ballarat's bold, innovative and creative spirit to our community and to our visitors through the world-class offerings of our major institutions and venues**

Catapult 9. Love and embrace the heritage and cultural canvas

**A17. Tell the distinctive Ballarat story - of our people, culture and place - through our creative works and offerings to our local community and to our cultural visitor market**

Catapult 10. Creative precinct distinctiveness and creativity in the public domain

**A18 Ballarat's creative precinct master plan is implemented and owned by everyone**

**A19 Ballarat's creative precinct is a place to live, create, study and visit**

**A20 Ballarat's creative precinct is a place that showcases and celebrates Ballarat's assets, stories and people**

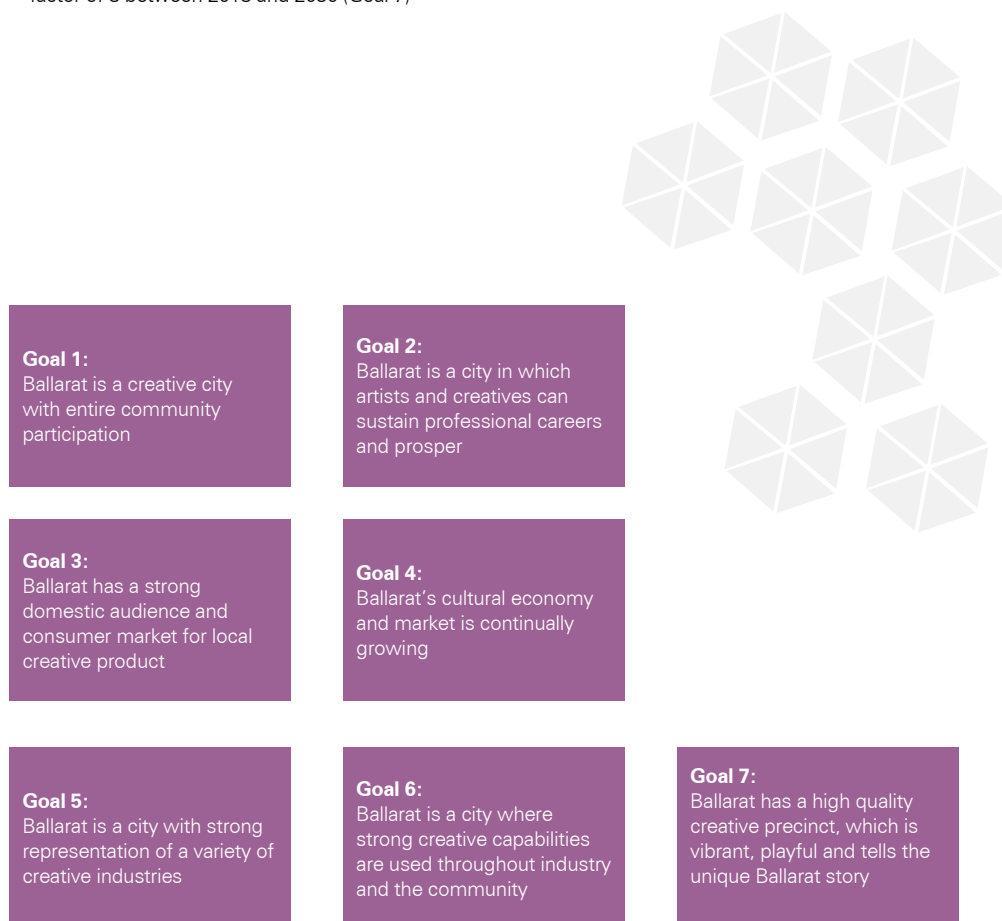
**A21 Ballarat's creative precinct is a place that supports playfulness, flexibility and experimentation**

**A22 Ballarat's creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons**

**OUR SEVEN STRATEGIC GOALS**

To measure our progress in delivering on the strategy, seven goals are set – each with their own measurable targets. These are not necessarily in a priority order and include, for example, targets to:

- Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030 (Goal 2),
- Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030 (Goal 4); and
- Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030 (Goal 7)



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Image: Beverin Street Mural Project, Sebastopol 2017  
 Paul Round (Bailer) and Michael Porter with community participants.  
 City of Ballarat in partnership with Ballarat and District Aboriginal Cooperative.  
 Funded through the Department of Justice Community Graffiti Prevention Grant Program.





# A Plan Owned By All



## HOW TO READ THIS STRATEGY

The preparation of this Strategy was initiated and funded by the City of Ballarat. However, it is a plan for coordinated action by all stakeholders to achieve the vision of a 'Creative City'.

The State Government, industry, education and training institutions, community groups and creatives themselves will each have a part to play, to realise this collective vision. The action plan suggests parts that might be played by everyone.

This strategy has been built by collating the information provided throughout the consultation period for the project. This engagement has informed the final vision, 3 platforms / 7 strategic goals, and more detailed initiatives.

The *Creative Precinct Master Plan* sets a vision and strategies for a creative heart for the city that is world-class. It aims to create a vibrant, inclusive and participatory place to live, work, study, create and visit. It examines the precinct by looking at it in terms of four 'neighbourhoods', each with their own character: the Civic Hall Neighbourhood; the Camp Street Neighbourhood; the Town Hall and Theatre Neighbourhood; and the Innovation Neighbourhood.

The Master Plan proposes a series of key projects or initiatives that could take place over the short to long-term (ie to 2040) to achieve this. These initiatives could include policy and capital works that support upgrades to the public realm; building upgrades and modifications; and the promotion of activation and engagement events. It will require commitment and input from a range of stakeholders to deliver.

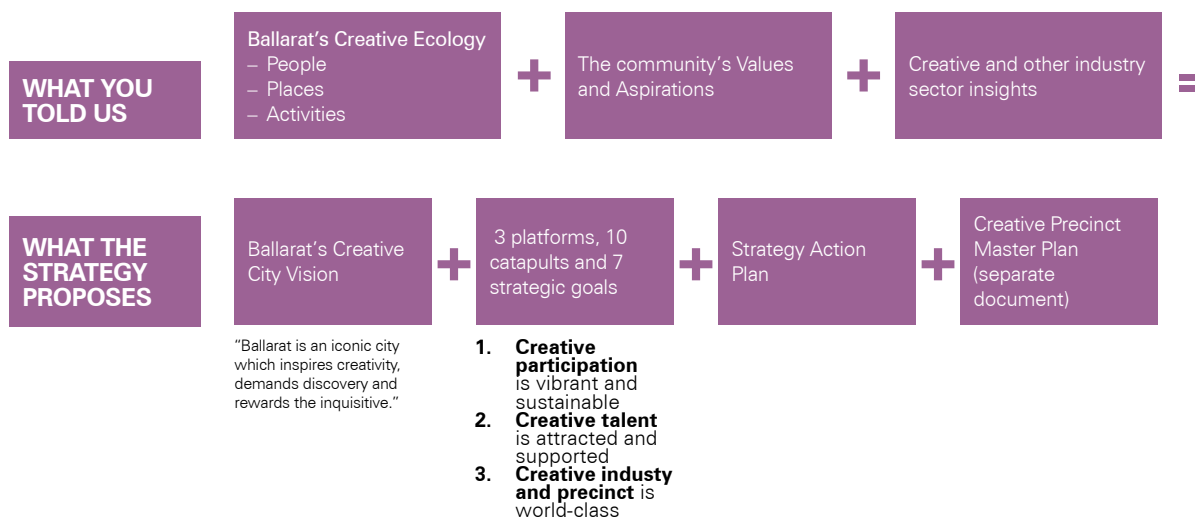




Image: Travis Price - Main Street Mural





# Introduction

## WHY DO WE NEED A CREATIVE CITY STRATEGY?

We know of the role that creativity and ideas generation play in attracting talented individuals and organisations into our city. Cultural and creative industries contribute greatly to our city's liveability, vibrancy and prosperity. Furthermore, the sector has the capacity to make a significant contribution to job creation and innovation in other industries.

Since the advent of Richard Florida's 'creative class' in 2002<sup>2</sup>, urban planners, designers, architects, economic development practitioners and government policy makers have become increasingly aware of the role that creativity and ideas generation play in attracting talent and encouraging vibrant and prosperous cities.

While there is consensus that the cultural and creative industries make an unrivalled contribution to the liveability of our cities, since the spread of Florida's concept of the creative class, new challenges for the city have emerged. These challenges include rapid gentrification, rising unaffordability and social segregation.

The City of Ballarat has carefully considered how a creative city might address these challenges by exploring how cultural and creative industries can be positioned to play an integral role in driving innovation for a healthy and more equitable future. This includes the migration of aspects of the creative process and problem solving by design to other sectors such as healthcare, education, manufacturing, tourism and service industries, to underpin a more competitive economy.

The *Ballarat Strategy* (2015), which outlines the City of Ballarat's vision for the planning and growth of the city to 2040, highlights two key platforms for change – a city which remains compact, and a city which is greener and more vibrant. This includes activating the CBD as a vibrant destination for working and living – encouraging inner city housing, activation of streets, laneways and public spaces and encouraging night-time, out of hours and out of season activation of the CBD's public spaces through arts, culture, events and illumination. It also highlights the importance of managing Ballarat's unique heritage, landscape and character as an integrated Historic Urban Landscape (HUL) – an intention firmly supported by the City of Ballarat's plan to sustain Ballarat's heritage, *Our People, Culture & Place* (2017). All of this has been front of mind in conceiving both *Ballarat's Creative City Strategy* and *Creative Precinct Master Plan*.

Ballarat's aspirations for a creative city share a strong alignment not just with City of Ballarat policies but also with State Government policy, including the adoption of Creative State<sup>3</sup> and the passing of the Creative Victoria Act (May 2017). These signaled a 'new era for creativity in Victoria' by expressing State Government's vision and support for a whole of sector approach to Creative Industries (Creative Victoria, 2017). The Creative Victoria Act<sup>4</sup> acknowledges the economic value of the creative industries, which currently make up eight per cent of the economy, contributing \$23 billion a year to gross state product (GSP) and generating around 220,000 jobs (Creative Victoria, 2017).

<sup>2</sup>Richard Florida's book the 'Rise of the Creative Class' proposed that the presence and concentration of 'bohemians' or creatives in cities engenders an environment or milieu which in turn attracts the 'creative class', talented and educated professionals working in knowledge-based industries including business and finance, technology, healthcare, medicine, law and education.

<sup>3</sup>Creative State is Victoria's first creative industries strategy and designed to grow Victoria's \$23 billion creative and cultural economy, turbocharge local creative enterprises, create new jobs and employment opportunities, and bring social and cultural benefits to Victorians. See <https://creative.vic.gov.au/about/creative-state> for further details.

<sup>4</sup><https://creative.vic.gov.au/news/2017/parliamentary-act-signals-new-era-for-creativity-in-victoria>

**BALLARAT'S CREATIVE CITY STRATEGY IS ALIGNED TO A NUMBER OF EXISTING STRATEGIC DOCUMENTS PUBLISHED BY THE CITY OF BALLARAT. THESE DOCUMENTS, OF VARYING PLANNING HORIZONS, GUIDE THE FUTURE DIRECTION OF BALLARAT AS FOLLOWS:**

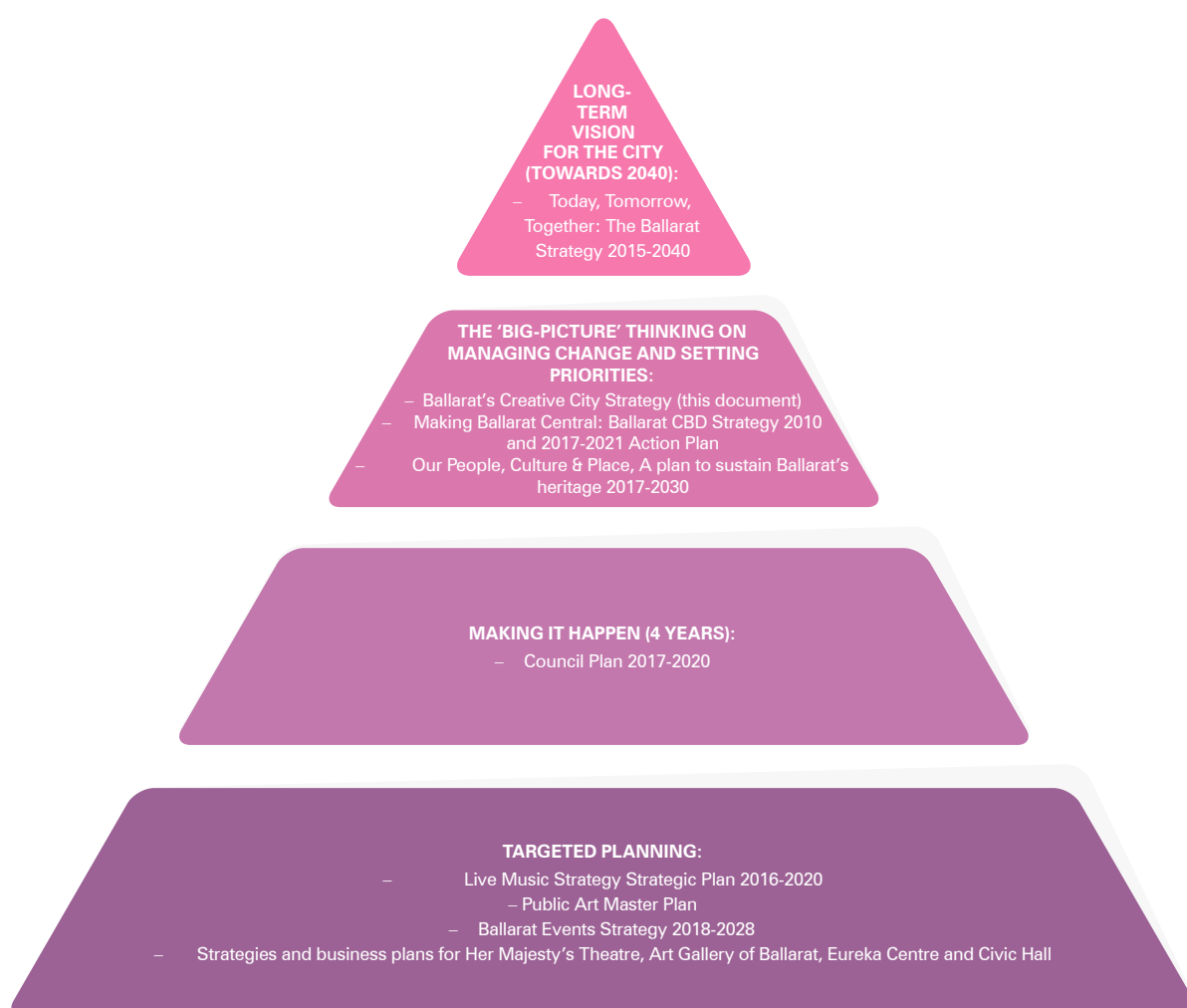




Image from left, top-bottom:

- Live Music Strategic Plan 2016-2021 | City of Ballarat
- Ballarat Public Art Master Plan | City of Ballarat
- Making Ballarat Central: Ballarat CBD Strategy (2010) | City of Ballarat
- Today, Tomorrow, Together: The Ballarat Strategy 2015-2040 | City of Ballarat
- Council Plan 2017-2021 | City of Ballarat
- Our People, Culture & Place, A plan to sustain Ballarat's heritage 2017-2040 | City of Ballarat

The City of Ballarat aspires to be Australia's leading regional creative city. This will improve the quality of life which the City offers its residents. Moreover, the City wants to harness the potential of its cultural and creative industries to contribute to a stronger local economy and a more self-sustaining community.



## WHAT DO WE WANT TO BE?

In more recent times, Ballarat's identity has been building on the strengths of an emerging, passionate, independent and vibrant creative community that works across a very diverse range of practice which is challenging norms. When asked to envision the future of Ballarat as a creative city, stakeholders from across the sector pointed to ways to support, nurture and leverage the local creative community from the grassroots level upwards in a way that binds the sector.

Some of the key themes that were discussed included Ballarat as a place for incubating, educating and establishing creative talent; Ballarat as a place where doing and being creative is embraced, valued and nurtured as a business; and tapping into unique characteristics and strengths of the City to build a strong narrative and growth across creative industries.

Based on these conversations, Ballarat's current creative sector features and future creative city ideals are:



Image: Kat Pengelly- Fashion for Funerals, 2017  
Photo- Chippy Riviera  
Model&Makeup- Eve Ristrome-Gallimore  
Hair- La Belladonna



BALLARAT'S CURRENT CREATIVE SECTOR	BALLARAT'S FUTURE CREATIVE CITY IDEAL
Good at presenting creativity	Presenting, nurturing and professionalising creativity
Good at bringing external shows into Ballarat	Promoting both local and external talent to visitors and local audiences
Good at grassroots creativity and promotion	Selling our home-grown creative products to external markets
Great flagship cultural institutions	Innovative and experimental cultural offerings in addition to world-class cultural institutions
Great arts education at a secondary and tertiary level	Creative education and participation throughout the whole community
Good promotion and strategy by certain individuals and establishments	A shared creative city vision and brand for the whole of Ballarat
Good emerging creative industries	A strong creative industry sector which has found its competitive edge

## WHAT ARE BALLARAT'S UNIQUE QUALITIES THAT WILL MAKE OUR VISION POSSIBLE?

**Ballarat is a city with a strong identity based on its rich heritage and character, with deep roots into Victoria's Indigenous culture<sup>5</sup> and the nation's sense of democracy and social inclusion. The city's stories hold latent potential to propel and sustain creative activity. This, in turn, can be leveraged to build economic and wider community value for all, and to surprise and delight our visitors.**

What is our launching point for achieving our vision? We need to understand our competitive advantages. Here's what Ballarat said<sup>6</sup>:

### OUR INNOVATIVE AND RESOURCEFUL SELF-STARTERS

We have strong examples of entrepreneurialism, commitment and investment in our core CBD and surrounding areas by some remarkable independent

players who are already showing their cultural confidence. These are the thinker, the doers, the collaborators. Ballarat's innovative and resourceful self-starters are taking the lead in promoting the City and generating fresh content, initiatives and venues. We have fantastic established grassroots independent arts organisations. The demonstrated commitment and strength of Ballarat's local creative network and its established community arts practice is a distinct competitive advantage.

### OUR CREATIVE EVENTS ARE ALREADY PUTTING US ON THE NATIONAL – AND WORLD - STAGE

The City is host to an impressive number of creative events which are continuing to grow in national and international prominence. We have well recognised and well attended seasonal festivals, makers markets and design forums. Ballarat also has a history of staging creative industry events for the tech and design industry to entice local students into careers in the digital video games industry. Ballarat has a 10-year events strategy which acknowledges this creative city strategy and the associated creative precinct master plan as a cornerstone element in delivering sustainable success for Ballarat's events future.<sup>7</sup> Our events are only going to get better.

### WE HAVE EXCELLENT FLAGSHIP CULTURAL

<sup>5</sup>The region extending over parts of the Traditional Country of the Wadawurrung and Dia Wurrung peoples (City of Ballarat, 2015)

<sup>6</sup>The Creative City Strategy 2040 is built on comprehensive research and extensive engagement with community and expert stakeholders, including online surveys, drop-in sessions, workshops and key stakeholder interviews.

<sup>7</sup> Ballarat Events Strategy 2018 – 2028

Image: City of Ballarat, White Night



### INSTITUTIONS

Her Majesty's Theatre is a treasured and historic institution which has played a central part in the cultural life of Ballarat since it first opened its doors in 1875. It in turn is home to the Royal South Street Society, which had its humble beginnings in 1879 and has now grown to become one of the largest and the longest running performing arts eisteddfod in Australia.

Ballarat's capacity to foster creativity and to educate and engage through the arts is built into its design. The Art Gallery of Ballarat (AGB), established in 1884 and opened in 1890, is the oldest regional gallery in Australia. Started by the vision of citizens of Ballarat - forebears such as James Oddie - a digger who made his fortune and saw an art gallery as a way for his fellow citizens to look beyond their everyday lives and be inspired and edified by the Fine Arts - the gallery now presents the history of Australian Art to the current time. It also looks closely at the work of local and regional artists and works depicting the growth of Ballarat. With a strong legacy of philanthropy and growing visitor numbers, the gallery engages well with the local community and offers quality education programs and creative outreach. In addition, we have a strong local presence of galleries, libraries, archives and museums.

Our historic CBD has always been a creative learning

space for innovation and the arts since the city was established - it has operated across key cultural institutions such as the Ballarat Mechanic's Institute and the Ballarat School of Mines and has since spread to other parts of our municipality. Add to these some other historical treasures such as the Ballarat Mining Exchange, the Ballarat Trades Hall, the former Post Office. Coupled with this are newer and emerging locations such as the National Centre for Photography. In the creative precinct alone we have beautiful venues calling out for their rightful future place in Ballarat's Creative City story.

We also have strong creative sectors outside of the CBD, located in our suburbs. For example, Sovereign Hill is an internationally-renowned cultural museum, playing a significant role in the local and state economy, and actively collaborating with other cultural and creative institutions in Ballarat.

### OUR FIRST NATIONS ARTISTS ARE PROUDLY TELLING THEIR STORIES

An increasing awareness of Indigenous creativity and culture in Ballarat has come with the emergence of our local Indigenous artists on the national stage and the embeddedness of local Indigenous art in our gallery and festivals. From both within and outside of

Image: Her Majesty's Theatre, Ballarat



Image: Marlene Gilson, Jones Circus, 2017





the Indigenous community, there is an urgency to use this momentum to embed Indigenous narratives and creativity in our education, places and communities, not only to build on the awareness of the value of Indigenous creativity and culture, but also to empower our citizens to draw on creativity as an outlet for personal, community and economic growth.

#### **WE HAVE INNOVATION, GLOBAL CONNECTIONS AND TRANSFORMATIVE GROWTH**

The home of one of the remarkable eras in world history, Ballarat was at the heart of the global rush for gold. This saw a new global economy, industrial innovation in mining, trade unionism, multiculturalism, parliamentary democracy – all expressed as part of the narrative of that time and in our place.

Ballarat is still home to innovative and globally connected enterprises. The old School of Mines provided the legacy for our own independently governed local university, Federation University Australia. The cutting-edge mining technology of the gold rush era has handed the baton to Gekko, a

world leader in the production of gold processing and low-energy mining solutions. Add to that global food manufacturers such as Mars and McCains, international leaders in digital transformation such as IBM, and local advanced manufacturers such as Albins and Haymes, and we are continuing to play a confident part in the new global economy. Government services also have a strong presence in Ballarat and GovHub is soon to significantly boost the critical mass of this employment in the central business district.

Furthermore, the City has several strategic projects in the pipeline which will see the CBD transform over coming years. The establishment of Ballarat's new Tech School, the launch of the State Government's startup accelerator programs in the Flecknoe building, Council-managed start up programs for entrepreneurs, and the appetite of Ballarat's key employers for partnership, design thinking and STEAM innovation signals a new era for creativity as a driving force for the Ballarat economy.

Image: Ballarat Arts Foundation: Tim Bignall, 2016 grant recipient



Image: Ballarat Tech School



# The Ballarat Community's Aspirations for a Creative City

## WHAT YOU SAID YOU WANTED FOR BALLARAT AS A CREATIVE CITY<sup>8</sup>. WE CALL THESE THE '10 CATAPULTS'.

- |  |   |   |
|--|---|---|
| 1. Visible creativity – always something happening in Ballarat   | 2. Improving access, sustaining creative industry professionals | 3. Sustainable funding and investment   |
| 4. New audiences and participants                                | 5. Can-do creativity  | 6. More places to create and share      |
| 7. Unleash the thinkers, doers and influencers                   | 8. Ground-breaking institutions and cultural offerings          | 9. Love and embrace the heritage canvas |
| 10. Precinct distinctiveness and creativity in the public domain |   |   |



<sup>8</sup>To find out what our community wanted, we held:

- An online survey to ask: What we value, what can we be, and how can we position ourselves as Australia's leading regional creative city?
- A community drop in session on Lydiard Street
- 4 stakeholder workshops attended by over 70 local artists, creatives and community groups
- Over 20 targeted interviews with key stakeholders, business leaders and industry experts
- Face-to-face meetings with businesses and land owners throughout the creative precinct

In addition, an evidence base was gathered around three themes - the creative economy of Ballarat, the creative ecology and its networks and constituents, and the structure and functionality of the designated creative precinct.<sup>9</sup> Four background papers covering these themes plus the results of community feedback are available online via City of Ballarat's Mysay website: <https://mysay.ballarat.vic.gov.au/creative-city>

This information and an analysis of a community feedback survey was presented at a full day 'charette-style' conference attended by over 50 creative and broader industry sector leaders to formulate the broad structure of this Strategy including its vision, strategic goals and actions.



Image: Ballarat International Foto Biennale





These aspirations can be assembled into 3 platforms for creative growth, each supported by our catapults:

## PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

### CATAPULT 1. VISIBLE CREATIVITY – ALWAYS SOMETHING HAPPENING IN BALLARAT

#### WHY? WE LOVE THAT THERE IS ALWAYS SOMETHING TO DO AND SEE IN BALLARAT.

We asked the community what they loved about creativity in Ballarat and they told us. The annual calendar of festivals, events and activities. This included everything from grassroots initiatives, live music, theatre, family activities, art trails, and on-street activation, to programming at flagship institutions such as the Art Gallery of Ballarat.

Overall, 82 per cent of responses to the online survey rated Ballarat's public events as exceeding a reasonable standard through to world class. Let's keep it up.

*We are new to Ballarat and are delighted with how much there is to do here! There are so many creative events that we have to pick and choose what to do on any given weekend!*

### CATAPULT 2. IMPROVING ACCESS, SUSTAINING CREATIVE INDUSTRY PROFESSIONALS

#### WHY? WE WANT OUR CREATIVES TO BE ABLE TO MAKE A LIVING DOING WHAT THEY LOVE.

Support for a multi-investment approach to realising Ballarat's potential as a creative city was a strong theme across community feedback.

Suggestions for achieving a creative city included activating the CBD with increased residential and better utilisation of underutilised and vacant space, public and private contributions for cultural infrastructure, business support for creative industries, improved marketing and promotion of our creatives and their offerings, strong arts education and great career pathways for creatives.

*Infrastructure to help train and educate those in the creative industries as to how to become sustainable and profitable enterprises...micro loans instead of grants for creative industries.*

Image: Ballarat International Foto Biennale



Image: Ballarat Get Into Games Expo



### CATAPULT 3. SUSTAINABLE FUNDING AND INVESTMENT

#### WHY? WE WANT TO ATTRACT AND KEEP OUR CREATIVE TALENT IN BALLARAT.

Ballarat has a growing population of creative practitioners and is thought to offer an affordable base to start new creative ventures. Ensuring Ballarat continues to be a sustainable place for artists to live and work will put in place strong foundations for a growing creative city.

Investment in creative industry that allows graduates from Fed Uni courses to remain in Ballarat and work locally. Investment into housing and working spaces for artists, creative entrepreneurs and arts workers, in the heart of the arts precinct.

### CATAPULT 4. NEW AUDIENCES, PARTICIPANTS AND MARKETS

#### WHY? WE WANT AN EMBEDDEDNESS OF ARTS, CULTURE AND CREATIVITY IN THE LIVES OF ALL OUR CITIZENS.

The community would like to see the strategy and precinct masterplan contribute to a culture of participation and inclusion. We place value on embracing diversity in our community, and this extends to diversity of creative expression. We are proud that Ballarat's ongoing work to make the city a more culturally diverse and welcoming place has resulted in it becoming the first city in Australia to join the Council of Europe's Intercultural Cities Network.

I love the fact that artists and creative professionals are increasingly moving here and working here... it has an energy about it, a feeling that anything is possible. And there is wonderful art here.

Image: Ballarat Arts Foundation: Mio Bayley, 2017 grant recipient



Image: City of Ballarat



## PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

### CATAPULT 5. CAN-DO CREATIVITY

#### WHY? WE WANT A CREATIVE CITY THAT IS SUPPORTIVE AND COLLABORATIVE.

We want pathways and processes that promote and sustain our creatives. Where there is no place for factionalism and siloed activities, and where conservative attitudes are a thing of the past. We want to give ourselves permission to experiment in what we create and who we create it with. We want a city where can-do creativity is about being creative in whatever we do; that it does not necessarily mean being a professional seeking to make a living from creative practice.

**Remove factionalism between different arts & cultural disciplines; and recognise that creative endeavour in Ballarat extends to design, multi-media, gaming and is more than the institutions. Bring the creatives out of the shadows and celebrate them more.**

### CATAPULT 6. MORE PLACES TO CREATE AND SHARE

#### WHY? WE WANT TO CREATE TOGETHER.

Collaboration and co-working spaces were viewed by the community as important to extremely important by 92 per cent of respondents. It is important to the community that collaboration spaces are visible to the public. More shared spaces to create opens opportunities for knowledge exchange and professional development. Not to mention the innovation and ideas that can result from the collaboration of creative minds and skills.

**A large collaborative co-working space in CBD. Perhaps in one of the empty buildings on Camp St - the arts precinct.**

### CATAPULT 7. UNLEASH THE THINKERS, DOERS AND INFLUENCERS

#### WHY? WE WANT TO SUPPORT AND PROMOTE INNOVATIVE IDEAS AND DREAMS.

Ballarat has a number of influencers and 'thinkers and doers' operating throughout the region. The community expressed a strong appreciation for the depth and breadth of the current creative network as well as the leadership and initiative taken by independent actors. We want to see these ideas taken to a new level in Ballarat.

**The future is hybridised innovation. The blend of immersive, technical, digital and artistic endeavours is critical. We need to promote "failing fast and bounce back" immersive innovation and creative entrepreneurship.**

Image: City of Ballarat Westlake Trio



## PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD-CLASS

### CATAPULT 8. GROUND-BREAKING INSTITUTIONS AND CULTURAL OFFERINGS

**WHY? WE LOVE OUR FLAGSHIP INSTITUTIONS AND WANT THEM TO BE WORLD-CLASS. WE WANT TO DELIGHT OUR VISITORS WITH OUTSTANDING CULTURAL OFFERINGS AND EVENTS.**

Ballarat's flagship institutions are highly valued by the community; 84 per cent of respondents believed the current offer meets and/or exceeds expectations. We want our institutions to continue to flourish and enrich our cultural lives.

*"The population of creative practitioners here is growing... and we have a world-class public gallery that includes local artists in its programming."*

Image: Día de Muertos (Day of the Dead) celebration held in conjunction with the Romancing the Skull exhibition at the Art Gallery of Ballarat.



### CATAPULT 9. LOVE AND EMBRACE THE HERITAGE AND CULTURAL CANVAS

**WHY? WE WANT TO TELL OUR 'LOCAL' STORY TO OUR COMMUNITY AND VISITORS.**

The community uphold the built, cultural and environmental heritage of Ballarat as a point of difference and a legacy which should be preserved over time. This included celebrating our Indigenous and multicultural heritage. Support for incorporating and encouraging fresh perspectives was also expressed. The community indicated a desire to also see the contemporary aspects of the city promoted.

*"Prioritise exposure and educational resource to telling the Indigenous story of Ballarat and Australia over the common European component."*

### CATAPULT 10. CREATIVE PRECINCT DISTINCTIVENESS AND CREATIVITY IN THE PUBLIC DOMAIN

**WHY? WE WANT A WORLD-CLASS CREATIVE PRECINCT AND WE WANT OUR PUBLIC SPACES TO DEMONSTRATE OUR CREATIVITY.**

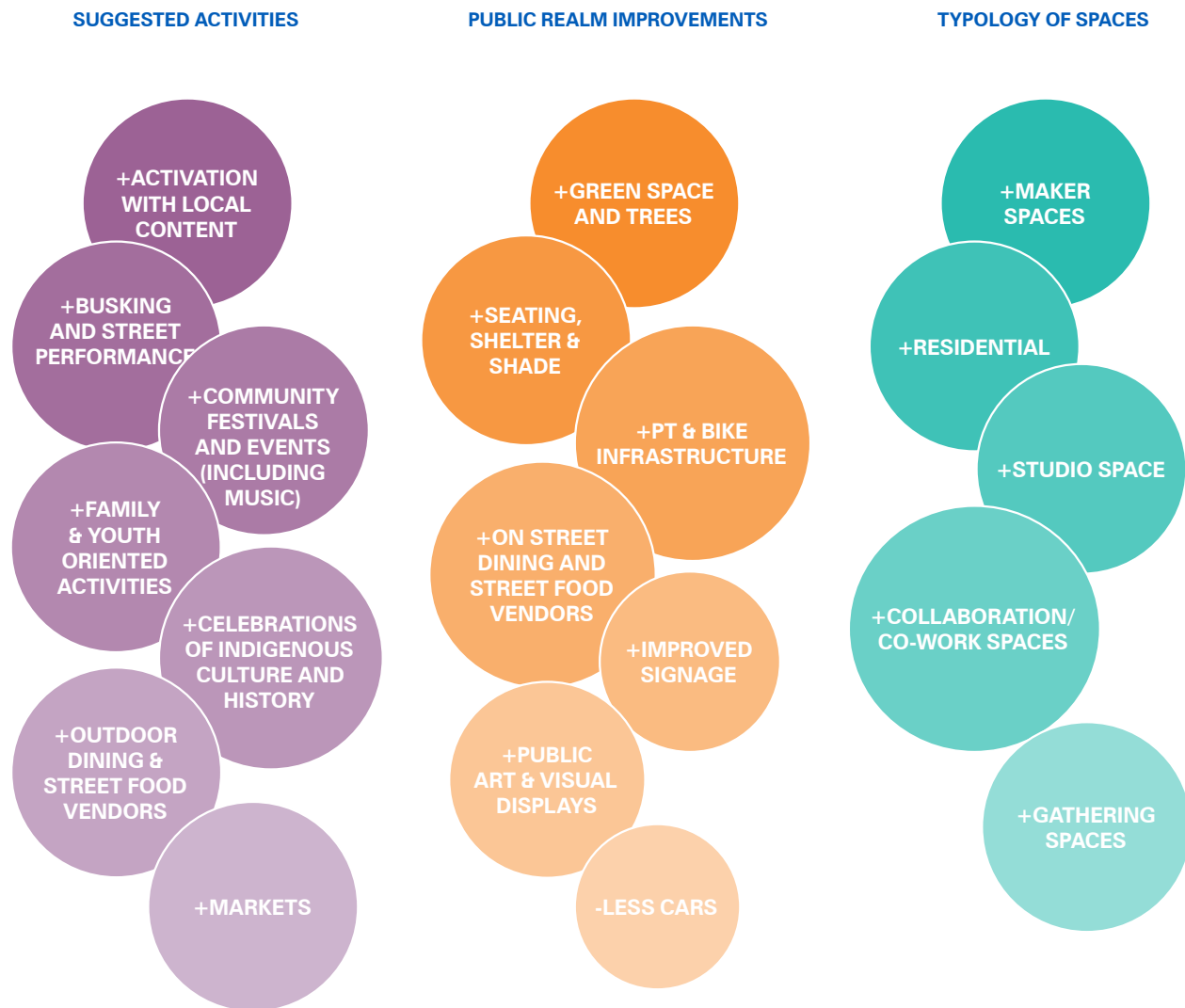
Feedback from the community indicated the community would like to see a high quality creative precinct. The highest value was placed on the following: a general sense of vibrancy; green spaces and parklands; public art; a general sense of safety; ease of access; places for people to express themselves; interpretation of Ballarat's stories and history; quality of finishes and materials at ground level; street trees and places to live.

*"A creative workplace/collaboration space would naturally bring more people during the day and more performing arts venues would bring more people in at night. More people = vibrancy, safety and creativity."*

*"Humanise the streets - make them comfortable to walk, sit, eat outdoors. Create communal spaces both outdoor and indoor that feel comfortable and welcoming. Value comfort and vibrancy over high-tech and cool/architecturally designed."*

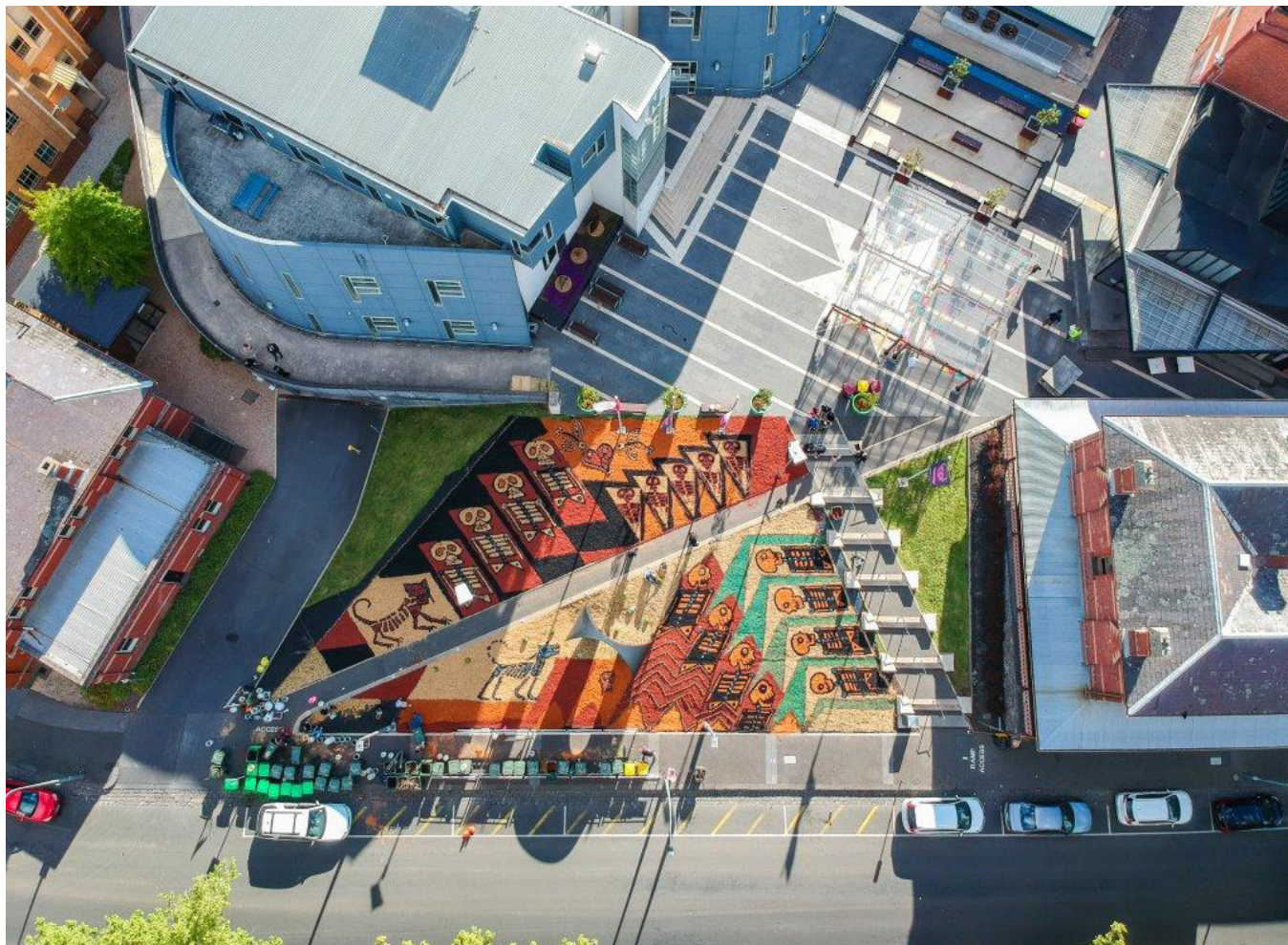


FIGURE 1: THE PRECINCT, WHAT WOULD YOU LIKE TO SEE MORE OF - OVERVIEW OF KEY THEMES



Source; SGS Economics and Planning, 2018.

Image: Día de Muertos (Day of the Dead) celebration held in conjunction with the Romancing the Skull exhibition at the Art Gallery of Ballarat. Artist: Alejandro Lira



# What will we do to get there?

## SEVEN STRATEGIC GOALS FOR BALLARAT'S CREATIVE CITY STRATEGY

These seven strategic goals and their related targets provide the framework for how we will track our progress on the strategy. They derive from the platforms and catapults and will provide us with a focus for measurement and evaluation of how Ballarat is progressing in heading towards its Creative City vision.

**Goal 1:**

Ballarat is a creative city with entire community participation

**Goal 2:**

Ballarat is a city in which artists and creatives can sustain professional careers and prosper

**Goal 3:**

Ballarat has a strong domestic audience and consumer market for local creative product

**Goal 4:**

Ballarat's cultural economy and market is continually growing

**Goal 5:**

Ballarat is a city with strong representation of a variety of creative industries

**Goal 6:**

Ballarat is a city where strong creative capabilities are used throughout industry and the community

**Goal 7:**

Ballarat has a high quality creative precinct, which is vibrant, playful and tells the unique Ballarat story

## GOALS AND MEASURES OF SUCCESS

### GOAL 1 – BALLARAT IS A CREATIVE CITY WITH ENTIRE COMMUNITY PARTICIPATION

**Ballarat has a cohesive community that sees a role for this strategy in promoting a culture of equity, participation and inclusion in Ballarat.**

This goal recognises Ballarat's rich Aboriginal culture and heritage and its ongoing role in shaping the city. Furthermore, this goal highlights the need to take creative programming and capacity to underserved groups and community members.

#### Targets

More than 50 per cent of Ballarat households will actively take part in at least one nominated cultural / creative program each year, by 2030.

Indigenous programming will be evident in at least 30 per cent of the City's creative and cultural events calendar, by 2030.

### GOAL 2 – BALLARAT IS A CITY WHERE ARTISTS AND CREATIVES CAN SUSTAIN PROFESSIONAL CAREERS AND PROSPER

**A critical mass of artists and creatives is at the core of a healthy creative ecosystem and fundamental to the success of the Strategy.**

This goal places artists and creatives at the centre and seeks to overcome the barriers identified during stakeholder engagement to sustaining a professional career in Ballarat.

#### Target

Increase the number of professionally employed artists and allied creatives by a factor of 5 between 2018 and 2030.<sup>9</sup>

### GOAL 3 – BALLARAT HAS A STRONG DOMESTIC AUDIENCE AND CONSUMER MARKET FOR LOCAL CREATIVE PRODUCT

**A strong domestic audience and consumer market for artistic and creative product generated locally is a necessary precondition to expanding Ballarat's cultural exports.**

This goal responds to insights from the creative sector which revealed an over-reliance on external markets and highlighted a need to find a balance between nurturing local grassroots creativity with showcasing established touring work.

#### Target

Triple the aggregate number of attendances at (nominated) events and institutions<sup>10</sup> in Ballarat, from residents, between 2018 and 2030.

### GOAL 4 – BALLARAT'S CULTURAL VISITOR ECONOMY AND MARKET IS CONTINUALLY GROWING

**Establishing a distinctive brand for Ballarat's creativity and its flagship institutions is an opportunity for the City to showcase itself as a creative city and build a stronger visitor economy.**

This goal aims to grow Ballarat's cultural visitor economy and market and will build on the strength of Ballarat's flagship institutions and events as well as Ballarat's tourism marketing campaigns.

#### Target

Triple the number of cultural tourism visitor nights and number of cultural tourist visitors to Ballarat between 2018 and 2030.<sup>11</sup>

<sup>9</sup>ABS Place of Residence Data 2016, Category: Music, Performing and Visual Arts. Currently 120 artists and allied creatives in the Ballarat LGA in 2016.

<sup>10</sup>Attendance at cultural events and institutions (as measured by ABS <http://www.abs.gov.au/Culture-and-Recreation>)

<sup>11</sup><https://www.tia.gov.au/Research/Regional-tourism/local-government-area-profiles>

**GOAL 5 – BALLARAT IS A CITY WITH STRONG REPRESENTATION OF A RANGE OF CREATIVE INDUSTRIES, WHO LEVERAGE THEIR COMPETITIVE NICHES**

**Ballarat currently has a solid cultural and creative industry presence. However, to realise our vision for Ballarat's Creative City we need to boost the number of jobs in our creative industries.**

Ballarat needs to identify niche creative industry sectors that can grow based on the unique advantages of the City and its excellent links to Melbourne.

**Target**

Achieve 3,000 jobs in Creative Industries (excluding arts and culture) by 2030.<sup>12</sup>

**GOAL 6 – BALLARAT IS A CITY WHERE STRONG CREATIVE CAPABILITIES ARE USED THROUGHOUT INDUSTRY AND EMBEDDED WITHIN THE COMMUNITY**

**The City of Ballarat is committed to building the creative skills and capabilities of local industry and the community in Ballarat to achieve the full STEAM vision.**

This will contribute to a stronger local economy and a more self-sustaining community in the long term.

It will be essential to take full advantage of education assets, key employers with an interest in STEAM innovation and existing policy making around the promotion of innovation.

**Target**

Increase the proportion of STEAM qualified professionals<sup>13</sup> in the Ballarat labour force from 14 per cent to 20 per cent by 2030.

**GOAL 7 - BALLARAT HAS A HIGH-QUALITY CREATIVE PRECINCT, WHICH IS VIBRANT, PLAYFUL AND TELLS THE UNIQUE BALLARAT STORY**

**Delivering a world-class creative precinct at the heart of the Ballarat CBD will see the central city along Lydiard Street to the Federation University SMB campus in the south transform in coming years.**

Achieving high quality outcomes for the public realm will provide tangible evidence of the success of Ballarat as a Creative city. The strategic directions and actions for this goal are set out in a separate Creative Precinct Masterplan, which accompanies this document.

**Target**

Increase footfall in nominated locations in the creative precinct by a factor of 8 between 2018 and 2030.

<sup>12</sup>Total Creative industries jobs currently 1,500 ABS POW Data, 2016.  
<sup>13</sup>STEAM qualified professionals currently make up 14% of the workforce compared with 20% for Greater Melbourne. ABS Census data. QALFP - 2 Digit Level by LGA (POW) and LFSP Labour Force Status by LGA (POW). STEAM qualified professionals = ABS Non-School Qualification: Field of Study, 01. Natural and Physical Sciences; 02 Information Technology; 03 Engineering and Related Technologies; 10: Creative Arts.



Image: Ballarat Tech School



## REALISING THE VISION – THE ACTIONS:

Our 3 platforms and 10 catapults provide the high-level framework for achieving our vision; the following 22 actions are what we will all do to make it happen. The following pages provide examples and suggestions of the roles everyone can play in doing that.



### PLATFORM 1: CREATIVE PARTICIPATION IS VIBRANT AND SUSTAINABLE

Catapult 1. Visible Creativity – always something happening

**A1 Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.**

**A2. Take opportunities to use temporary and other structures and spaces as a canvas for local creative expression**

Catapult 2. Improving access, sustaining creative industry professionals

**A3. Provide income streams and pathways to support Ballarat's creative industry professionals**

**A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses**

Catapult 3. Sustainable funding and investment

**A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector**

**A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector**

Catapult 4. New audiences, participants and markets

**A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity**

**A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries**

**A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM)**

**A10. Properly understand audience segments and their aspirations**

### PLATFORM 2: CREATIVE TALENT IS ATTRACTED AND SUPPORTED

Catapult 5. Can-do creativity

**A11. Support a strong creative learning ethos in Ballarat which produces the skills and talent we need to realise the vision of the Creative City strategy**

Catapult 6. More places to create and share

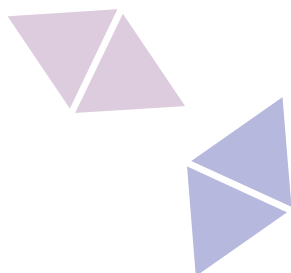
**A12. Continue to unlock underutilised real estate in Ballarat to support creative industries**

**A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and the development of their creative practice**

**A14. Develop more opportunities for creative co-working, mentorship / networking and professional development**

Catapult 7. Unleash the thinkers, doers and influencers

**A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community**



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**PLATFORM 3: CREATIVE INDUSTRY AND PRECINCT IS WORLD CLASS**

Catapult 8. Ground-breaking institutions and cultural offerings

**A16. Demonstrate Ballarat's bold, innovative and creative spirit to our community and to our visitors through the world-class offerings of our major institutions and venues**

Catapult 9. Love and embrace the cultural and heritage canvas

**A17. Tell the distinctive Ballarat story - of our people, culture and place - through our creative works and offerings to our local community and to our cultural visitor market**

Catapult 10. Creative precinct distinctiveness and creativity in the public domain

**A18 Ballarat's creative precinct master plan is implemented and owned by everyone**

**A19 Ballarat's creative precinct is a place to live, create, study and visit**

**A20 Ballarat's creative precinct is a place that showcases and celebrates Ballarat's assets, stories and people**

**A21 Ballarat's creative precinct is a place that supports playfulness, flexibility and experimentation**

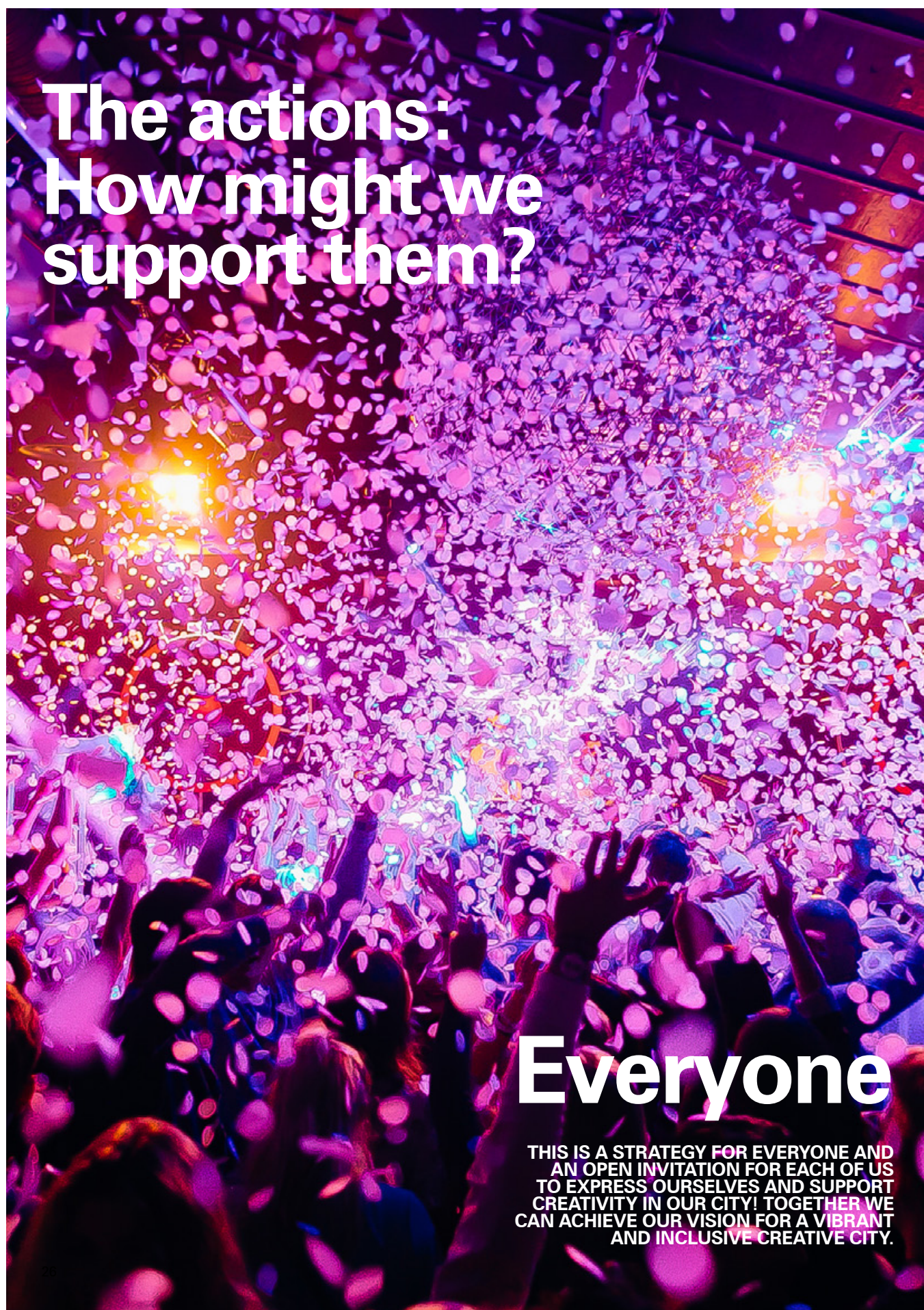
**A22 Ballarat 's creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons**

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Image: Rachel Grose, Pearls for the Artful Duchess, 2018







# The actions: How might we support them?

# Everyone

THIS IS A STRATEGY FOR EVERYONE AND  
AN OPEN INVITATION FOR EACH OF US  
TO EXPRESS OURSELVES AND SUPPORT  
CREATIVITY IN OUR CITY! TOGETHER WE  
CAN ACHIEVE OUR VISION FOR A VIBRANT  
AND INCLUSIVE CREATIVE CITY.



## HERE ARE JUST A FEW SUGGESTIONS FOR HOW YOU CAN CONTINUE TO CONTRIBUTE...

**Bring a can do and supportive approach to encourage all forms of STEAM powered creativity!**

**Attend** as many art and creative events as you can- for example Her Maj and Art Gallery of Ballarat, and bring with you people who have never been before. Make it an annual event to catch up with your family!

**Enjoy** the unique cultural offerings in Ballarat – be a ‘tourist’ in your own city (eg visit the Ballarat Mechanics Institute Reading Room, go see the Eureka flag, enjoy the Indigenous sculpture park at Lake Wendouree North Gardens, take a ghost walk of the CBD)!

**Buy local!** Support your local creatives by attending their exhibitions and shows and purchasing their work; by seeing local live music acts; by going to the theatre in Ballarat and surrounds.

**Support and embrace** new technologies and trends and their distinctive application in Ballarat. Encourage your children to tell you about the new applications of science and technology they are learning in school, and discuss with them what new possibilities these provide for our future lives and for their future careers. Discuss how human creativity is still always going to be at the heart of that innovation.

**Use your social media connections** to promote creatives when you see something you like across town.



**Consume and support creative work that pushes the traditional boundaries,** adopting new technologies and techniques (eg virtual reality, computer-generated or advanced engineering techniques).

**Before seeking out creative industry services** outside of Ballarat, explore whether there is a local business who might provide what you want (eg architectural services, bespoke fashion design, web design or photography) - create the demand for new businesses to enter the local market.



Artist: Daniel Butterworth  
Image: The Lost Ones Gallery



# Artists, Artisans & Creatives

OUR CREATIVE CITY BEGINS WITH OUR VALUED  
VISUAL AND PERFORMING ARTISTS, MAKERS,  
MUSICIANS, GALLERISTS, CURATORS AND  
COMMUNITY ARTS LEADERS – YOUR CONTRIBUTIONS  
ARE WHAT MAKES OUR CITY SPECIAL AND UNIQUE.  
WE NEED YOUR ONGOING SUPPORT TO ACHIEVE OUR  
VISION AND HOPE TO WORK ALONGSIDE YOU TO  
SUPPORT YOUR ENDEAVORS!

## HERE A JUST A FEW SUGGESTIONS FOR HOW YOU CAN CONTINUE TO CONTRIBUTE...

**Professionalise your practice. Engage in business management workshops, co-working or professional mentoring opportunities to learn new skills to grow your business.**

**Consider whether taking part in a facilitated urban renewal scheme** is something you could do to develop your creativity into a business and if so put yourself forward.

**Participate in our major events and festivals** (eg apply for commissions or exhibitions).

**Explore new applications of technology in your own practice.** Attend community spaces such as fabrication laboratories to learn from others how to use new engineering equipment such as 3D printers or laser cutters. Collaborate with those with engineering and tech skills to produce innovative work that excites your audience.

**Utilise existing co-working spaces in Ballarat where they are suited to your work** - and take advantage of the networking and collaborative opportunities.

**To make work in Ballarat is to say something about Ballarat simply by default.** Seek out grants and support to make that story louder and clearer.

**Support the work of others** (eg prioritise local creative practitioners or businesses when seeking services to develop, execute or present your work).

**Find out what information you can about the audiences** for your output (eg access existing data/research or gather your own).

**Find new ways to collaborate.** Join a collective or share your skills and knowledge with other creatives and community members through workshops, mentorships and artist talks.



Image: Liz Crothers, Art Gallery of Ballarat



# Council

THE CITY OF BALLARAT FUNDS AND MANAGES THE ART GALLERY OF BALLARAT, HER MAJESTY'S THEATRE, CIVIC HALL, BALLARAT MINING EXCHANGE, BACKSPACE GALLERY AND EUREKA CENTRE. IN ADDITION, IT PROVIDES FUNDING AND STAFFING RESOURCES FOR A NUMBER OF LIBRARIES, AND A RANGE OF EVENTS, ARTS SERVICES AND ACTIVITIES. BY LEVERAGING THIS SIGNIFICANT INVESTMENT AND OTHER ORGANISATIONAL CAPABILITIES AND RESOURCES, THE CITY CAN CONTINUE TO CONTRIBUTE IN SOME OF THE FOLLOWING WAYS...

## HERE ARE JUST A FEW SUGGESTIONS FOR HOW COUNCIL CAN CONTINUE TO CONTRIBUTE...

**STEAM up Ballarat! Facilitate programs, partnerships and opportunities to merge creativity, technology and entrepreneurship to provide continual innovation for our community and industries.**

**Explore options** for a Developer Contributions Scheme and/or a Floor Area Uplift Scheme to direct towards public benefits associated with the creative city strategy - such as public art, affordable housing and or live/work spaces for artists.

**Commission public art projects** specifically designed to engage a range of groups within Ballarat's communities and to showcase our heritage (eg First Nations).

**Leverage Ballarat's UNESCO relationships** to seek designation in the Creative Cities network and progress the Goldfields World Heritage listing.

**Broker partnerships** with local innovative industry, creatives and commerce leaders, with the mandate of creating awareness within the business sector on the value of design thinking and to provide opportunities for the business sector to support the creative sector.

**Continue to be creatively confident in funding and curating** major events and creative opportunities throughout the city.

**Attract creative industries to Ballarat**, via a focussed investment attraction campaign - to grow start ups or attract existing businesses.

**Scope a creative outreach program** - to engage diverse communities in creative activity across all parts of the city.

**Institute regular community labs**, where artists/ creatives collaborate with the community, industry and policy makers to develop innovative solutions to the challenges and opportunities of Ballarat.

**Facilitate creative collaboration**, eg by exploring options for artistic co-working spaces, continuing to provide exhibition spaces, and leveraging events to give creatives more opportunities to exhibit and market their products.

**Provide a facilitative service** for creatives, to navigate any applicable Council regulatory processes for creative activities and projects.



Image: Cecilia Ambros, Head of Creative Studios, NA @ Amazon Advertising, at Pause Fest's inaugural Speaker Ambassador Program, Ballarat

# Businesses & Organisations

WE INVITE YOU, OUR INNOVATIVE  
BUSINESSES AND THOUGHT LEADERS TO  
EMBRACE AND SUPPORT OUR CREATIVES  
AND OUR MISSION FOR A STEAM POWERED  
COMMUNITY AND ECONOMY.



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**HERE A JUST A FEW SUGGESTIONS FOR HOW YOU  
CAN CONTINUE TO CONTRIBUTE...**

**Embrace creative design thinking for business innovation and digital disruption opportunities.**

**If you engage artists, ensure you pay fair rates** in line with industry codes of practice (eg NAVA for visual artists).

**Collaborate and share** your data on customers, growth areas and emerging business opportunities.

**Provide mentoring or professional development** workshops for creatives wishing to develop their business management skills (eg marketing and promotion, business management, business angels for creatives).

**Our tertiary sector** can encourage higher degree research that measures and strengthens the impact of creative culture in our regional context, by providing expanded opportunities for research and collaboration through regeneration, cultural, art and heritage events and programs with other metro and regional centres.

**Consider** sponsorship of education and skill-development programs or other contributions such as donation of spaces, materials and marketing.

**Consider sitting on a not for profit board in the creative sector,** to share your business expertise

**Use your own business networks** to promote Ballarat as a great creative city that actively supports new creative talent and businesses.

Ballarat's Dark Shadow Studios, image: Casey Thomas



# Creative Industries

YOU ARE OUR DESIGNERS, FILM MAKERS, DIGITAL GAMES DEVELOPERS, PUBLISHERS, ARCHITECTS, AMONG MANY OTHERS – YOUR CREATIVE SERVICES ADD VALUE TO OUR COMMUNITY AND ECONOMY.

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**HERE A JUST A FEW SUGGESTIONS FOR HOW YOU  
CAN CONTINUE TO CONTRIBUTE...**

**If you have a creative entrepreneurial start-up idea, consider putting yourself forward for a start up or accelerator program in Ballarat.**

**Assist institutions such as the Tech School** and tertiary, TAFE and other education and training providers on curriculum content relevant to Ballarat's anticipated future creative industries skills base.

**Consider how you might physically or virtually co-locate with other allied creative industries to create Ballarat 'clusters'.** The benefits of these clusters (agglomeration effects) can in turn attract more firms from similar industries to the same location (eg Abbotsford Convent in Melbourne or Salamanca in Hobart).

**Examine your supply chains** and try to use them to support other local creative industries wherever possible.

**Be entrepreneurial in how you approach your business!** Think about the opportunities offered by new technologies and take advantage of opportunities in Ballarat's start up ecosystem to explore those ideas (eg master classes on digital disruption, boot camps and accelerators to explore your business ideas, use of co-working spaces to meet like-minded people who you might collaborate with).

**Locate your business in a prominent street front property** where it is visible to the public and assists with activation of our city and awareness of our growing creative industry base

**Highlight via your own marketing and promotion how STEAM skills** have contributed to your form of creative expression.





# State Government

THE VICTORIAN STATE GOVERNMENT HAS SET AN AMBITIOUS VISION VIA CREATIVE STATE, ITS STRATEGY TO STRENGTHEN AND GROW THE STATE'S CREATIVE INDUSTRIES AND THE VALUE THEY BRING TO VICTORIANS. THE STRATEGY IS SUPPORTED BY SIGNIFICANT FUNDING TO IMPLEMENT ACTIONS AND SUPPORT IS ALREADY PROVIDED FOR ACTIVITIES AND EVENTS IN BALLARAT.

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## HERE ARE JUST A FEW SUGGESTIONS FOR HOW STATE GOVERNMENT CAN CONTINUE TO CONTRIBUTE...

**Allocate grant funding with the intent of strengthening Ballarat's reputation as a city for creative excellence.**

**Continue to provide the STEAM skills** of the future to young people via secondary education (eg the Ballarat Tech School model).

**Use existing regional investment attraction programs** to highlight the creative industry opportunities in Ballarat.

**Continue to provide funding and support** for major events, festivals, exhibitions and tourism experiences in Ballarat.

**Pilot creative outreach programs** in Ballarat, to involve more marginalised groups.

**Apply a lens of 'creative placemaking' to State-funded infrastructure projects**, which considers affordable spaces for creative people to come together in facilities that are designed to generate positive cultural, social, economic and environmental benefits for the entire community (eg akin to Artscape in Toronto).

**Work with Council** to attract or create a leading institution dedicated to the exploration of experimental contemporary art in Ballarat (eg like MONA in Hobart).

**Work with the Federal government** and local councils to submit the Serial Listing of the Central Victorian Goldfields to UNESCO for World Heritage Listing.

**Ensure regional relevance** of resources, research, toolkits and training developed for the creative sector (eg Creative Victoria resources).



Artist: Louise Bourgeois,  
*Maman*, 1999  
Guggenheim Bilbao

# Those who think big

BALLARAT NEEDS BIG CREATIVE THINKERS TO BRING  
TO LIFE OUR ASPIRATIONS FOR MAKING A CREATIVE  
IMPACT ON THE GLOBAL STAGE.

LET'S PURSUE OPPORTUNITIES AND EXPERIENCES  
WHICH ARE WORLD CLASS AND BUILD BALLARAT'S  
INTERNATIONAL CREATIVE REPUTATION.

WHAT COULD INSPIRE BALLARAT'S MONA EFFECT  
(HOBART), WHERE FOCUSSED CREATIVE ENDEAVOUR  
SENDS POSITIVE RIPPLES THROUGH BALLARAT AND  
SETS UP THE CREATIVE ECONOMY FOR ALL TO ENJOY  
AND BENEFIT?

**Realise a culture of major philanthropic or commercial creative funding, where the funding of creativity is at a level per capita far in excess of the rest of Australia.**

**Be the Digital Gaming Capital of regional Australia** offering the access to Melbourne and international games development opportunities for those who prefer the lifestyle of Ballarat and who can leverage its affordability when building their games studio or tech businesses.

**Take risks** on local undiscovered creatives and venues which have their own vision but need an opportunity to thrive.

**Hospitality as an art form** - building on experiences like Underbar, raise the expectation of what it is to eat and be hosted in Ballarat. For example, imagine staying in an Art hotel?

**Host of one of Australia's best music festivals** building on Ballarat's legendary past in shaping contemporary Australian music.

**Digitise the Ballarat economy** so existing businesses have the capabilities to thrive in the digital world.

**Partner with established foundations and institutions to curate, host and exhibit globally ground-breaking installations** and exhibitions which are inspired by Ballarat but relevant to the world (eg MPavillion).

**Pursue an international standard contemporary art museum**, uniquely Ballarat but inspired by the big thinking and execution of Guggenheim, Centre Pompidou, MONA.

**Embrace digital disruption** and attract businesses who are changing industries for the 21st century. In a globalized world, Ballarat should build on the success of global residents such as IBM to push for other leaders in artificial intelligence, digital services – eg the headquarters of UBER, Google.

**Curate an iconic creative visitor experience for the CBD**, acting as a catalyst for the CBD tourism industry, and leveraging overnight stays (eg Paris Catacombs).

**Insert your big idea here.....**  
The success of Ballarat as a creative city needs big picture thinking, passion and a can-do approach to make it happen.

# APPENDIX

## THE ACTIONS: HOW MIGHT WE ALL SUPPORT THEM?

The actions of the Creative City strategy are actions that we can all take. Based on the feedback we’ve received, we’ve compiled ideas as to how all sides of community can support the vision and mission of a truly creative city.

Catapult 1 Visible creativity – always something happening						
Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A1. Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.	<p>Make the most of our continuing calendar of art and creative events, and bring with you people who have never been before. Make it an annual event to catch up with friends and family.</p> <p>Think about attending other venues you haven’t been to before. Enjoy some of the fantastic live music on offer throughout our city.</p>	<p>Be a philanthropic partner to help fund major curated art and creative programs.</p> <p>Be a venue, and let your customers experience part of the program of established festivals and events.</p>	<p>Be a philanthropic partner to help fund major curated art and creative programs.</p> <p>Be a venue, and let your customers experience part of the program of established festivals and events.</p>	<p>Continue to be creatively confident in funding and curating major events and creative opportunities at the Art Gallery of Ballarat, HerMaj, as well as annual events throughout the city - which push the boundaries, and provide local and international inspiration.</p> <p>Facilitate an annual major planning event to work with local creative leaders and festival directors in thematically curating Ballarat’s future program of institutionally-focussed events and offers. This should also align with the City of Ballarat’s 10-year event strategy.</p>	<p>Assist Council in attracting world-renowned experiences/exhibitions/ events.</p> <p>Fund and promote internationally significant festivals of creative expression in Ballarat - both from local creatives and those pushing the boundaries from across the world.</p>	<p>Hold programs or events to showcase your creative industry - to raise your profile, engage the local community and attract visitors (eg an eSports tournament, a fashion show or a Ballarat architecture walk).</p>
A2. Take opportunities to use temporary and other structures and spaces as a canvas for creative expression.	<p>When you see something you like across town, use your social media connections to promote the artist and link to their website to encourage sales.</p>	<p>Form a collective, or use an online market place / directory to make it easy for those wanting a temporary or permanent canvas piece to connect with you.</p> <p>Identify suitable public spaces for the presentation of your work and seek relevant permissions from Council or owner of space/structure.</p>	<p>If you need scaffolding on your own building, make it part of the contract with your builder to procure and display content.</p> <p>Consider murals, street art or other creative pieces for blank walls of your buildings.</p>	<p>When running events, consider the opportunity for temporary exhibitions, and opportunities to give artists and artisans a platform for marketing and sales of their products.</p> <p>When designing public spaces, consider the use of creative pieces / public art in those places.</p>	<p>Pay artists to use construction hoardings on major city shaping projects across Ballarat as a canvas for temporary community art.</p> <p>Build public art into new construction projects.</p>	<p>Collaborate with visual or performing artists on opportunities or take advantage of them yourself (eg project a graphic design or video game onto a temporary building facade).</p>

## Catapult 2 Improving access, sustaining creative industry professionals

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A3. Provide income streams and pathways to support Ballarat's creative industry professionals.	<p>Provide your financial support for organisations who in turn support local creative industry professionals (eg membership of the Art Gallery of Ballarat or Her Majesty's theatre, affiliation of the Ballarat Arts Foundation).</p> <p>Attend local events, shows, galleries, markets and exhibitions to provide your financial support for the creatives behind them!</p> <p>Become a philanthropist and leave a legacy! Provide donations, support or bequests to the organisations, foundations, institutions, festivals, universities and social enterprises who provide pathways and support for our local creatives (there are too many to name!).</p>	Support the work of others. Prioritise local creative practitioners or businesses when seeking services to develop, execute or present your work.	<p>If you engage artists, ensure you pay fair rates in line with industry codes of practice (eg NAVA for visual artists).</p> <p>If you need to commission some creative skills or input for your business, try to source them locally wherever possible (eg use an online directory to find a local photographer for your corporate plan photos; consider a virtual 'artist in residence' model to spark some new creative thinking in your business).</p>	<p>Provide a facilitative service for creatives, to navigate any applicable Council regulatory processes for creative activities and projects.</p> <p>Continue to support local artists via the City's public art policy and commissions.</p> <p>Continue to provide spaces that provide a pathway for emerging creatives to make and display their work (eg Backspace Gallery, theatre spaces, community hub facilities).</p> <p>Continue strategic partnership arrangements with festivals and events which in turn support local creatives.</p>	Ensure that creative sector funding rounds are accessible by the regional creative sector and that equitable levels of funding are targeted towards Ballarat.	Examine your supply chains and try to use them to support other local creative industries wherever possible.
A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses.		<p>Find new ways to collaborate. Join a collective or share your skills and knowledge with other creatives through workshops, mentorships and artist talks.</p> <p>Put yourself forward for business management workshops or professional mentoring opportunities to learn new skills to grow your business.</p>	<p>Provide mentoring or professional development workshops for creatives wishing to develop their business management skills (eg marketing and promotion, business management, business angels for creatives).</p> <p>Share your business expertise by sitting on a not for profit board in the creative sector.</p>	Lead the development of a local industry scheme to offer coaching /mentoring and business and support skills workshops for creative businesses.	Ensure that resources, toolkits and training developed for the creative sector are appropriate to and accessible for the regional context (eg Creative Victoria resources).	<p>Take advantage of professional development and networking opportunities in Ballarat.</p> <p>If you have a creative entrepreneurial start-up idea, consider putting yourself forward for a pre-accelerator or accelerator program in Ballarat.</p>



## Catapult 3 Sustainable funding and investment

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector.	<p>Buy local! Support your local creatives by attending their exhibitions and shows and purchasing their work; by seeing local live music acts; by going to the theatre in Ballarat and surrounds.</p> <p>When buying gifts or art for your home visit our unique Ballarat retailers who stock locally-made artisan products.</p> <p>Attend makers markets. Proudly tell your friends about all our local talent.</p>	<p>Consider new ways of sourcing sustainable revenue streams that technology makes possible -eg directly from peers and fans by using evolving digital business models such as Patreon or crowd funding platforms.</p> <p>Consider ways of partnering with other businesses and industries to offer products to the market in order to supplement your revenue streams - eg providing an experience or product for sale as part of a tourism marketing campaign), holding an add-on event to an existing festival or hosting workshops for those interested in learning your art.</p>	<p>Consider how you might collaborate / partner with local creative businesses to provide unique products and experiences for the market (eg commission local artists to design labels for your products, create installations for your shopfronts, display art in your customer waiting areas).</p>	<p>Explore options for a Developer Contributions Scheme and/or a Floor Area Uplift Scheme to direct towards public benefits associated with the creative city strategy - such as public art, affordable housing and or live/work spaces for artists.</p> <p>Provide creative sector funding models which are transparent, accountable and optimise available resources in accordance with best practice models elsewhere.</p>	<p>Allocate grant funding with the intent of strengthening Ballarat's reputation as a city for creative excellence.</p>	<p>Work with other local creative industries to share your knowledge and experiences with regard to business models and techniques that have worked for you. Consider how you might collaborate together across your domains of expertise to create new products for existing or new markets.</p>
A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector.	<p>Before seeking out creative industry services outside of Ballarat, explore whether there is a local business who might provide what you want (eg architectural services, bespoke fashion design, web design or photography) - create the demand for new businesses to enter the local market.</p>	<p>Think about your value chain - who supplies you with materials, who do you supply services to? If they are outside of Ballarat talk to them about how great it could be if they had a presence in Ballarat. Describe Ballarat to them as a creative city with growing demand.</p>	<p>Use your own business networks to promote Ballarat as a great creative city that actively supports new creative talent and businesses.</p>	<p>Run a focussed investment recruitment campaign to gain new or expanded investment in Ballarat from recognised national and international leaders within targeted creative industry clusters (eg attract a competitive cluster of indie digital game development studios to Ballarat).</p>	<p>Use existing regional investment attraction programs to highlight the creative industry opportunities in Ballarat.</p>	<p>Consider how you might physically or virtually co-locate with other allied creative industries to create Ballarat 'clusters'. The benefits of these clusters (agglomeration effects) can in turn attract more firms from similar industries to the same location (eg Abbotsford Convent in Melbourne or Salamanca in Hobart).</p>

## Catapult 4. 4 New audiences, participants and markets

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity – designed to build long-term engagement from these groups.	<p>Make contact with education providers, artists and creative businesses to request creative skill development opportunities, and generate a grass-roots demand for courses and training in Ballarat.</p> <p>When courses are offered, bring a friend or family member who has never before participated in arts or creative endeavours.</p>	Demonstrate and share your expertise publicly; run workshops or contribute your skills and knowledge online.	<p>Partner with emerging creative businesses or local creatives / not-for-profit groups to provide opportunities for your staff, customers or other businesses to learn new skills (eg joint workshops with Hackerspace to learn 3D printing techniques or masterclasses to learn about innovation and entrepreneurship).</p> <p>Consider sponsorship of education and skill-development programs or other contributions such as donation of spaces, materials and marketing.</p>	<p>Provide venues and in-kind support for the running of creative skills-development programs.</p> <p>Partner with organisations such as TAFE and Sovereign Hill to foster rare artisan and heritage trades (eg pop-up exhibitions and demonstrations).</p>	<p>Provide funding for the establishment and ongoing delivery of a curated program across multiple venues, sectors and skills areas.</p> <p>Provide funding for the establishment and ongoing delivery of the Arts Move program in Ballarat - to fund transport costs to attend creative content.</p>	<p>Invite members of the public into your business to understand what you do and inspire them to consider developing similar skills in the future (eg offer masterclasses).</p> <p>Be a speaker or presenter, and share your love of creativity.</p>
A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries.	<p>When creative opportunities arise, bring along with you groups who may not otherwise attend and benefit from the experience.</p> <p>If you manage a community group or sporting club, consider how you might involve them in some creative endeavours (eg take a Scouts group to a Chinese Lion dancing lesson; involve your school in a street art project).</p>	Act as an arts ambassador; reach out to local community groups to ask how you might support and inspire them to create (eg offer to support a childrens' art project in your local school, hold some meetups or masterclasses to demonstrate film making or photography techniques using mobile phones).	<p>Offer your physical spaces as a place where such groups might undertake activities with artists and creatives (eg commission a mural for your exterior wall, offer your front windows for the exhibition of children's art).</p> <p>Provide financial sponsorship for local community arts and creative activities (eg sponsor a community theatre group to put on a junior production with young people with no prior performing arts training).</p> <p>If you are a school or community group, reach out to Council or creatives for support in scoping out a creative program for your organisation.</p>	<p>Scope a creative outreach program - including programs such as free tickets and transport to cultural shows and events and community arts ambassadors.</p> <p>Commission public art projects specifically designed to engage diverse groups within Ballarat's communities and to showcase our heritage (eg First Nations).</p>	Pilot creative outreach programs in Ballarat, to involve more marginalised groups.	Provide work experience or mentoring opportunities in your business.
A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM).	Bring a can-do and supportive approach to encourage all forms of STEAM powered creativity.	Take up opportunities to use new technologies in developing your work, (eg use the equipment available in our fabrication laboratories, or experiment with virtual reality in showing your work).	Network with notable entrepreneurs and innovators in your business area, and invite them to connect to industry locally.	<p>Provide programs, expos and speakers as part of aligned events to demonstrate to the community the valuable role of STEAM skills (eg a community VR ESports tournament held in the Tech School as part of the Digital Innovation Festival).</p> <p>Provide programs to introduce community members with an entrepreneurial business ideas to the concepts of creative design thinking and with access to technology and equipment to further their ideas.</p>	<p>Continue to provide the STEAM skills of the future to young people via secondary education (eg the Ballarat Tech School model)</p> <p>Provide the Ballarat community with opportunities to access and learn the STEAM skills required for the future (eg community programs held at the Tech School, accessible community events via the Ballarat Digital Innovation Festival, access to Fabrication Laboratories (Fab Labs)).</p>	Highlight via your own marketing and promotion how STEAM skills have contributed to your form of creative expression.
A10. Properly understand audience segments and their aspirations.	When given the opportunity, participate in sharing your views for what creative future you want in Ballarat.	Find out what information you can about the audiences for your output (eg access existing data/research or gather your own).	Collaborate and share your own data on your customers, growth areas and emerging business opportunities.	Undertake in-depth market research to identify audience segments and their aspirations in order to inform the cultural and creative offerings made by Council and partners.	Utilise the skills and resources of Creative Victoria to provide the required insights into the audience segments in Ballarat.	Collaborate and share your own data on your customers, growth areas and emerging business opportunities.

Catapult 5. Can-do creativity						
Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A11. Support a strong creative learning ethos in Ballarat which produces the skills and talent we need to realise the vision of the Creative City strategy.	Take part in the incredible education and training activities on offer in Ballarat! For example, take part in our community theatre productions, send your children to one of our ballet or singing schools, attend productions put on by our schools and university, attend evening classes to learn a new creative skill, get involved in one of the many live music groups...	Seek opportunities to share your skills and knowledge with other community members - eg offer to provide an art class at a primary school or as part of the Art Gallery of Ballarat's school holiday program.	<p>Federation University to continue to position itself as a national leader in arts education which offers graduate through to postgraduate options.</p> <p>Use business networks (eg Commerce Ballarat) to mentor, support and promote the business management skills of those involved in creative industries education and training (eg performing arts schools).</p> <p>Take opportunities to learn more about creative design thinking, so it can be incorporated into your organisation's approach to business innovation.</p>	<p>Understand the skills needed for the growth of the city's creative industries and advocate for the provision of related education and training capacity to meet these needs.</p> <p>Utilise membership of the Ballarat Tech School Committee to promote the provision of STEAM skills training for young people that is aligned with industry needs and the objectives of this strategy.</p> <p>Encourage the tertiary sector, Ballarat Library and the city's cultural institutions to contribute to Ballarat's CBD as a place for creative learning.</p>	Continue to elevate the role of the Tech School, through collaboration involving industry, community and the education sector, to ensure STEAM continues to be embedded across private and State secondary schools (via model curricula, student awards programs etc.).	Cooperate with institutions such as the Tech School and tertiary, TAFE and other education and training providers to provide input on curriculum content relevant to Ballarat's anticipated future creative industries skills base.

## Catapult 6 More places to create and share

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A12. Continue to unlock underutilised real estate in Ballarat to support creative industries.	Provide your support for new spaces activated for creative industries (eg drop in to visit, share messages of support for the landlords and tenants on social media).	<p>If you are aware of suitable vacant real estate, approach the owner about opportunities for 'pop up' exhibitions or performance spaces.</p> <p>Consider whether taking part in a facilitated urban renewal scheme is something you could do to develop your creativity into a business and if so put yourself forward (eg Ballarat Evolve).</p>	If you are a landlord with a vacant retail space, consider activating it with creative industries by becoming part of a facilitated program designed for this purpose (eg Ballarat Evolve), or offer it for one-off 'pop up' opportunities for creatives.	<p>Provide streamlined and facilitated planning and regulatory advice to anyone wishing to activate prominent vacant real estate for creative industry use.</p> <p>Provide publicity for newly activated spaces and their tenants/landlords via a range of media channels (eg social media, website, media releases).</p>	Provide advice and financial support to social enterprises seeking to activate vacant spaces with creative industries via facilitated urban renewal schemes (eg Ballarat Evolve).	Consider locating your business in a prominent street front property where it is visible to the public and assists with activation of our city and awareness of our growing creative industry base.
A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and creations.	Consume and support creative work that pushes the traditional boundaries, adopting new technologies and techniques (eg virtual reality, computer-generated or advanced engineering techniques).	<p>Actively take part in opportunities to learn new skills and access new equipment (eg join Hackerspace or Lab 79 Fab Lab and learn how to use 3D printers and laser cutters).</p> <p>Form a collective with other creatives and share your technical equipment / teach your technical skills to others.</p> <p>Artisan and rare trades associations could partner with TAFE or other institutions such as Sovereign Hill to provide pop up demonstrations of their skills and techniques.</p>	Sponsor meetups, workshops or other networking opportunities to provide access for creatives to relevant equipment or technical capabilities in your organisation (eg providing access to 3D printers creatives could use to develop a prototype for a design they are considering).	Facilitate partnerships and opportunities for creative practitioners to access 'fab labs' and to make use of other facilities in the City's start-up ecosystem (eg Hackerspace, Lab 79 Fab Lab), working with State Government where appropriate.	Facilitate partnerships and opportunities for creative practitioners to access 'fab labs' and to make use of other facilities in the City's start-up ecosystem (eg Hackerspace, Lab 79 Fab Lab), working with Council where appropriate.	Hold workshops where other creatives can learn how to use some of your technology or equipment (eg a photographer or film maker may demonstrate techniques using the latest equipment which other visual artists could adopt in their work).
A14. Develop more opportunities for creative co-working, mentorship / networking and professional development.		Utilise existing co-working spaces in Ballarat where they are suited to your work - and take advantage of the networking and collaborative opportunities.	Offer your physical space out-of-hours as a venue for meetups or networking events for creatives and other businesses.	Explore options for a collaborative artistic co-working space in Ballarat - location, business model, providers and tenants - and seek funding for such a facility if possible.	Apply a lens of 'creative placemaking' to State-funded infrastructure projects, which considers affordable spaces for creative people to come together in facilities that are designed to generate positive cultural, social, economic and environmental benefits for the entire community (eg akin to Artscape in Toronto).	Consider co-locating with allied creative or professional businesses to share skills, knowledge and resources (eg in co-working spaces).



## Catapult 7. Unleash the influencers, thinkers and doers

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community.	Support and embrace new technologies and trends and their distinctive application in Ballarat. Encourage your children to tell you about the new applications of science and technology they are learning in school, and discuss with them what new possibilities these provide for our future lives and for their future careers. Discuss how human creativity is still always going to be at the heart of that innovation.	Explore new applications of technology in your own practice. Attend community spaces like the Ballarat Hackerspace or Fab Lab to learn from others how to use new engineering equipment such as 3D printers or laser cutters. Collaborate with those with engineering skills to produce innovative work that excites your audience (eg interactive pieces involving conductors, lights, sounds, virtual reality etc).	Embrace new technologies such as artificial intelligence, drone technology, digitisation, new energy, robotics, autonomous vehicles etc as something that is inevitable and will open up new opportunities for your business and customers.  Explore opportunities to embed creatives within your business as appropriate to explore new ways of thinking about the opportunities offered by technology (eg to collaborate with your staff on some creative design thinking approaches to ready your business for digital disruption and opportunities for change).	Facilitate programs, partnerships and opportunities to merge creativity, technology and entrepreneurship to provide continual innovation for our community and industries.  Adapt the 'Thinker in Residence' model first developed by the South Australian Government to bring in leaders from the creative industries to work with the Ballarat community and government in developing new ideas and approaches to problem solving.  Broker partnerships with local innovative industry, creatives and commerce leaders, with the mandate of creating awareness within the business sector on the value of design thinking and to provide opportunities for the business sector to support the creative sector.  Institute regular community labs, where artists/ creatives collaborate with the community, industry and policy makers to develop innovative solutions to the challenges and opportunities of Ballarat.	Provide acknowledgement of Ballarat as a STEAM community.  Continue to support the delivery of STEAM education in Ballarat via the Ballarat Tech School, and encourage community and industry use of the facilities.	Be entrepreneurial in how you approach your business! Think about the opportunities offered by new technologies and take advantage of opportunities in Ballarat's start up ecosystem to explore those ideas (eg master classes on digital disruption, boot camps and accelerators to explore your business ideas, use of co-working spaces to meet like-minded people who you might collaborate with).

## Catapult 8. Ground-breaking institutions and cultural offerings

Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A16. Demonstrate Ballarat's bold, innovative and creative spirit to our community and to our visitors through the world-class offerings of our major institutions and venues.	Attend Ballarat's events, festivals, drawcard exhibitions and shows. Visit our tourist destinations to experience their latest offering. Invite friends and family to join you, including those visiting from other places. Share your experiences on social media and show the world what an amazing place Ballarat is!	Be a part of our major events and festivals (eg apply for commissions or exhibitions as part of existing festivals).	Improve transport connections, strategic alliances and opportunities for co-programming between institutions, venues and other visitor destinations in the region (eg leveraging existing festivals and events to offer an innovative visitor experience across institutions, tourist destinations and hospitality venues).  Provide sponsorship for major events and festivals, to show your support and pride for Ballarat as a leading creative city.	Provide exhibitions at the Art Gallery of Ballarat and performances at Her Majesty's and other spaces which are world-class, exciting and which challenge traditional notions.  Seek to stage ground-breaking events, festivals or exhibitions that surprise and excite locals and visitors alike.  Continue to provide funding and in-kind support for established or emerging major events and festivals.  Celebrate our local individuals who are now representing Ballarat on the world stage through an annual program of recognition (eg bestowing a civic honour).	Work with Council to attract or create a leading institution dedicated to the exploration of experimental contemporary art in Ballarat (eg like MONA in Hobart).  Continue to provide funding and support for major events, festivals, exhibitions and tourism experiences in Ballarat.	Leverage Ballarat's major events, exhibitions and festivals for your own business (eg sponsorship, collaboration, co-branded / aligned product offerings).

Catapult 9. Love and embrace the heritage and cultural canvas						
Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A17. Tell the distinctive Ballarat story - of our people, culture and place - through our creative works and offerings to our local community and to our cultural visitor market.	Enjoy the unique cultural offerings in Ballarat – be a ‘tourist’ in your own city (eg visit the Ballarat Mechanics Institute Reading Room, go see the Eureka flag, enjoy the Indigenous sculpture park at Lake Wendouree North Gardens, take a ghost walk of the CBD!).	To make work in Ballarat is to say something about Ballarat simply by default. Seek out grants and support to make that story louder and clearer. What is the ‘Unique’ in which you work in Ballarat?	The tertiary sector can encourage higher degree research that measures and strengthens the impact of creative culture in our regional context, by providing expanded opportunities for research and collaboration through regeneration, cultural, art and heritage events and programs with other metro and regional centres.	Leverage Ballarat’s existing UNESCO relationships to strengthen our international status in order to access international audiences, cutting-edge practice, artefacts and talent. Seek designation in the Creative Cities network and progress the Goldfields World Heritage listing.  Encourage ambitious new works of scale, which intersect with heritage, stories and notions of artful engagement with our place.  Expand Indigenous programming within City of Ballarat offerings such as events, performances and exhibitions.  Leverage existing campaigns to provide a multi-dimensional marketing platform for Ballarat’s unique creative products and offerings.	Work with the Federal government and local councils to submit the Serial Listing of the Central Victorian Goldfields to UNESCO for World Heritage Listing.	Engage with relevant advertising campaigns to market your unique local products to locals and visitors.
Catapult 10. Creative Precinct distinctiveness and creativity in the public domain						
Examples of how this could be supported by:	Everyone!	Artists, artisans and creatives	Businesses / organisations	Council	State Government	Creative Industries
A18 Ballarat’s creative precinct master plan is implemented and owned by everyone.						
A19 Ballarat’s creative precinct is a place to live, create, study and visit.						
A20 Ballarat’s creative precinct is a place that showcases and celebrates Ballarat’s assets, stories and people.						
A21 Ballarat’s creative precinct is a place that supports playfulness, flexibility and experimentation.						
A22 Ballarat creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat’s seasons.						
For an expansive list of master plan tasks relevant to this catapult please see the Creative Precinct Masterplan.						

## INTERACTION BETWEEN THE GOALS, PLATFORMS AND ACTIONS

Interaction between the Goals, Platforms and Actions							
Platform 1: Creative Participation - is vibrant and sustainable	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where artists and creatives can sustain professional careers and prosper	GOAL 3: Ballarat has a strong domestic audience and consumer market for local creative product	GOAL 4: Ballarat cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being used throughout industry and the community	GOAL 7: Ballarat has a high quality creative precinct, which is vibrant, playful and tells the unique Ballarat story
1.1 Visible Creativity – always something happening							
A1 Inspire with an annual program of stimulating, frequent and authentic creative events and offers within Ballarat.	✓	✓	✓	✓			✓
A2. Take opportunities to use temporary and other structures and spaces as a canvas for local creative expression.	✓	✓	✓				✓
1.2 Improving access, sustaining creative industry professionals							
A3. Provide income streams and pathways to support Ballarat's creative industry professionals.		✓			✓		
A4. Facilitate the development of the broad range of skills required by creatives to sustain and grow their creative businesses.		✓			✓		
1.3 Sustainable funding and investment							
A5. Deliver creative industry funding models which are sustainable and increase investment in the local creative sector.		✓			✓		
A6. Encourage greater investment in the city by creative industry organisations and businesses, leading to increased jobs and funding for the local creative sector.					✓		
1.4 New audiences, participants and markets							
A7. Provide creative-skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity.	✓	✓	✓				
A8. Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the arts and creative industries.	✓	✓	✓				
A9. Reduce barriers for everyone to access inspiration around all segments of Science, Technology, Engineering, Arts and Maths (STEAM) .	✓					✓	
A10. Properly understand audience segments and their aspirations	✓		✓				

## Interaction between the Goals, Platforms and Actions

Platform 2: Creative Talent - is attracted and supported	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where artists and creatives can sustain professional careers and prosper	GOAL 3: Ballarat has a strong domestic audience and consumer market for local creative product	GOAL 4: Ballarat cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being used throughout industry and the community	GOAL 7: Ballarat has a high quality creative precinct, which is vibrant, playful and tells the unique Ballarat story
2.1 Can-do creativity							
A11. Support a strong creative learning ethos in Ballarat which produces the skills and talent we need to realise the vision of the Creative City strategy		✓			✓	✓	
2.2 More places to create and share							
A12. Continue to unlock underutilised real estate in Ballarat to support creative industries		✓			✓		✓
A13. Facilitate opportunities for creative practitioners to access technical expertise and equipment to continually inspire new skills and creations		✓			✓	✓	
A14. Develop more opportunities for creative co-working, mentorship / networking and professional development		✓			✓	✓	
2.3 Unleash the thinkers, doers and influencers							
A15. STEAM Up Ballarat - apply our creative capacity to discover break-through innovations for our industries and community						✓	

## Interaction between the Goals, Platforms and Actions

Platform 3: Creative Industry and Precinct - is world class	GOAL 1: The entire Ballarat community participates in and is represented by Ballarat as a Creative City	GOAL 2: Ballarat is a city where artists and creatives can sustain professional careers and prosper	GOAL 3: Ballarat has a strong domestic audience and consumer market for local creative product	GOAL 4: Ballarat cultural visitor economy and market is continually growing	GOAL 5: Ballarat is a city with strong representation of a variety of creative industries, who have discovered their competitive niches	GOAL 6: Ballarat is a city where strong creative capabilities are being used throughout industry and the community	GOAL 7: Ballarat has a high quality creative precinct, which is vibrant, playful and tells the unique Ballarat story
3.1 Ground-breaking institutions							
A16. Demonstrate Ballarat's bold, innovative and creative spirit to our community and to our visitors through the world-class offerings of our major institutions and venues	✓	✓	✓	✓			✓
3.2 Love and embrace the cultural and heritage canvas							
A17. Tell the distinctive Ballarat story - of our people, culture and place - through our creative works and offerings to our local community and to our cultural visitor market	✓		✓	✓			✓
3.3 Creative precinct distinctiveness and creativity in the public domain							
A18 Ballarat's creative precinct master plan is implemented and owned by everyone	✓		✓	✓			✓
A19 Ballarat's creative precinct is a place to live, create, study and visit	✓	✓	✓	✓			✓
A20 Ballarat's creative precinct is a place that showcases and celebrates Ballarat's assets, stories and people	✓		✓	✓			✓
A21 Ballarat's creative precinct is a place that supports playfulness, flexibility and experimentation	✓	✓	✓	✓			✓
A22 Ballarat creative precinct is a place of people-friendly streets and comfortable spaces that celebrate Ballarat's seasons	✓		✓	✓			✓



This strategy has been prepared by the City of Ballarat with the assistance of SGS Economics and Planning, MGS Architects, Left Bank Co and creative consultant Eleni Arbus.



Independent  
insight.

