



Ordinary Council Meeting

21 August 2019

Council Chamber, Town Hall, Sturt Street, Ballarat

AGENDA

Public Copy

NOTICE IS HEREBY GIVEN THAT A MEETING OF BALLARAT CITY COUNCIL WILL BE HELD IN THE COUNCIL CHAMBER, TOWN HALL, STURT STREET, BALLARAT ON WEDNESDAY 21 AUGUST 2019 AT 7:00PM.

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 after the meeting.

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 the broadcasting and publishing recordings of council meetings is available in council's broadcasting and publishing recordings of council meetings procedure is available on the council's website.

AGENDA

ORDER OF BUSINESS:

1. Opening Declaration	4
2. Apologies For Absence	4
3. Disclosure Of Interest	4
4. Confirmation Of Minutes	4
5. Matters Arising From The Minutes	4
6. Public Question Time	5
7. Reports From Committees/Councillors	6
8. Chief Executive Officer Report	6
9. Petitions	9
9.1. Parking in Sussex Street.....	9
10. Assemblies Of Councillors	14
10.1. Assemblies of Councillors.....	14
11. Officer Reports	24
11.1. Draft Gambling Harm Minimisation Policy and Action Framework	24
11.2. Adoption of Municipal Emergency Management Plan 2019- 2021	45
11.3. Domestic Wastewater Management Plan 2019-2024.....	159

11.4. Request for City of Ballarat Participation in the Intercultural Cities Conference to be held in Hamamatsu Japan October 2019	201
11.5. City of Ballarat - Skate and Tween/Teen Facilities Framework	204
11.6. Adoption of Revised City of Ballarat Procurement Policy	244
11.7. Contracts Special Committee of Council Minutes - 3 July and 24 July 2019.....	284
11.8. Committee for Ballarat Membership	297
11.9. S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987).....	302
11.10. Outstanding Question Time Items	304
12. Notice Of Motion	305
13. Urgent Business	305
14. Section 89 (In Camera)	305
15. Close	305

The next Ordinary Meeting of the Ballarat City Council will be held on Wednesday 11 September 2019.

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. CONFIRMATION OF MINUTES

5. MATTERS ARISING FROM THE MINUTES

6. PUBLIC QUESTION TIME

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

QUESTION TIME

- Question Time will be for a period of 30 minutes;
- Questions submitted must begin with the submitters name and suburb;
- No person may submit more than two questions at any one meeting;
- If two questions are submitted, the second question may be deferred until all other questions have been asked, or may not be asked if the time allotted for public question time has expired.
- A question may be disallowed if the chair determines that it:
 - Relates to a matter outside of Councils responsibility;
 - Is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - Deals with a subject matter already answered;
 - Is aimed at embarrassing a Councillor or a member of Council Staff;
 - Relates to personnel matters;
 - Relates to the personal hardship of any resident or rate payer;
 - Relates to industrial matters;
 - Relates to contractual matters;
 - Relates to proposed developments;
 - Relates to legal advice;
 - Relates to matters affecting the security of Council property: and/or
 - Relates to any other matter which Council considers would prejudice Council or any other person.
- A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is taken on notice, the answer to it must be incorporated in the minutes of Council and a written copy of the answer sent to the person who asked the question: and
- A Councillor or the Chief Executive Officer may advise Council that an answer should be given in a meeting closed to members of the public and why.

PUBLIC SUBMISSIONS

1. Representatives must register by 4:30pm on the day of a Council meeting by contacting the City of Ballarat on (03) 5320 5875. No unregistered public representative will be allowed to speak.
2. The Representative will be given three to five minutes to address the meeting, with extension of time at the discretion of the Chair.
3. Any Councillor can ask questions of the Representative.
4. The Chair may limit the number of representatives on any particular Agenda item.
5. All representations must relate to items on the Agenda and will be heard prior to each respective Agenda item.

7. REPORTS FROM COMMITTEES/COUNCILLORS

8. CHIEF EXECUTIVE OFFICER REPORT

Division: Executive Unit
Director: Justine Linley
Author/Position: Justine Linley – Chief Executive Officer

OFFICER RECOMMENDATION

Council resolves to:

1. **Receive and note the CEO's Operational Report.**

EXECUTIVE SUMMARY

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.

RATIONALE

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 implementation to achieve the objectives set by the Council. This operational report provides a greater level of access to not only the organisation's achievements, but also the challenges and issues confronting staff and officers in the delivery of services.

Key achievements, projects and events delivered:

Australian Early Development Census Data (AEDC) Early Years Forum

Around 45 early years professionals from Ballarat and surrounds attended the forum at the Ballarat Regional Soccer Facility in June. The AEDC is a nationwide data collection of early childhood development at the time children start their first year of full-time school. The forum was the seventh run by City of Ballarat's Early Years team.

New website for Creative Ballarat

As part of the tracking of the implementation of the Creative City Strategy, a website dedicated to supporting practitioners, businesses and the wider creative sector has been built at www.creativeballarat.com.au. This site will carry up to date information on our creative sector, provide links to opportunities to participate in projects and city-wide activities.

Ballarat Sports Events Centre stage one open

Ballarat Sports Events Centre stage one was completed earlier this month. Announcements on major events already booked into the venue were made highlighted by a National Basketball League pre-season match between Melbourne United and the Illawarra Hawks at the 3000 seat show court in September 2019. The City of Ballarat will continue to work with key stakeholders to secure further major events at the venue.

Ongoing community consultation:Integrated Transport Plan

The Walking and Pedestrian Network discussion paper was released for community consultation in July. The community were invited to review the Ballarat Walking and Pedestrian Network discussion paper and Gaps Analysis give their feedback on the City of Ballarat mySay website. This is the second transport mode to be released. The Rail Network survey received 238 responses with strong support overall for the suggestions to improve the network which will inform future Council advocacy.

Latrobe Saleyards Precinct Urban Renewal Plan

In July the City of Ballarat has commenced phase two of community consultation to better understand the challenges and opportunities for the planning and future development of the Latrobe Street Saleyards Urban Renewal Precinct. A Background Analysis Paper containing community feedback and desktop research has been prepared and was the focus of further community consultation during July and August 2019.

Dowling Forest Equine Precinct Planning Controls Master Plan

Dowling Forest and Miners Rest residents and landholders were invited to a community meeting in July to discuss the Dowling Forest Equine Precinct Planning Controls Master Plan. In response to concerns raised by some landholders, the City of Ballarat began work earlier this year to understand any issues within the Dowling Forest Precinct, including a review of the property market and investigations into planning controls. This research identified several key concerns which may be able to be addressed by some changes to the Planning Scheme.

Ongoing projects, initiatives and works:Her Majesty's Theatre stage one works

Works on stage one of Her Majesty's Theatre works are drawing to a close with the Victorian era Theatre soon to reopen following 18 months closure. The huge process of re-establishing the theatres complex technical installation on stage is in full swing ahead of preparing the Theatre to be ready during the 2019 Royal South Street Society season

Buninyong Township Plan

Work commenced on preparing a draft of the Buninyong Township Plan. The strategic planning program has been reviewed and some new projects have been added to ensure that character management objectives can be achieved. The findings will also be incorporated into other projects that are underway and progressed through a planning scheme amendment to introduce new controls. Due to the benefit of having this additional work undertaken first, a decision has been made to delay completion of the Buninyong Township Plan until this new program of works has been completed.

Bakery Hill and Bridge Mall Urban Renewal Project

Stage two of the community engagement process was completed earlier this year. The draft of the Urban Renewal Plan and supporting documents was made available for public comment this month.

Yangzhou delegation visit

A delegation of 12 officials from the City of Ballarat's Friendship City, Yangzhou, visited Ballarat in July. Deputy Mayor Cr Jim Rinaldi and Director of Innovation and Organisational Improvement Cameron Cahill visited Yangzhou during a trip to China in May with a senior Victorian delegation led by City of Melbourne Lord Mayor Sally Capp. The Yangzhou delegation included Vice Mayor Mr Yu Ting plus government, economic, tourism and cultural representatives.

2019 City of Ballarat Youth Awards launched

Nominations opened in July for the 2019 Youth Awards, an annual initiative of the City of Ballarat Youth Council. With 20,000 people aged 12-25 living in Ballarat, the Awards are an opportunity to recognise the valuable contribution that young people make to our community. Award winners will be announced in October.

LGPro Sally Isaac Memorial Award

Three members of staff were finalists in the 2019 LGPro Sally Isaac Memorial Award. Congratulations to Joanna Cuscaden, Alicia Thomas and Amy Boyd for being nominated.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	No	No
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

Financial/Resources – No additional financial implications have arisen from the preparation of a CEO Operational Report.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

Nil

9. PETITIONS

9.1. PARKING IN SUSSEX STREET

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis – Administration Officer Statutory Compliance

RECOMMENDATION

Council resolves:

1. That the petition be received; and
2. That the petition be referred to the Chief Executive Officer for consideration and response; or
3. That the petition be referred to the Chief Executive Officer for a report to a future Council Meeting.

EXECUTIVE SUMMARY

A petition was received 22 July 2019 containing 26 signatories requesting Council to introduce parking restrictions in Sussex Street, namely:

“

- a) *To introduce a two or three hour time limit for parking in Sussex Street from 9:00am to 5:30pm Monday to Saturday.*
- b) *To provide unrestricted parking permits for Sussex Street residents.*

Sussex Street currently has unrestricted parking. It is surrounded by streets with parking restrictions, causing it to become a de-facto car park for local business, university students and hospital staff. This greatly restricts parking for Sussex Street residents.”

ATTACHMENTS

1. Petition - Parking in Sussex Street [9.1.1 - 4 pages]

Introduction of Parking Restrictions in Sussex Street

The petitioners whose names, addresses and signatures appear hereunder petition the Ballarat City Council as follows:

- (a) To introduce a two or three hour time limit for parking In Sussex Street from 9:00 am to 5:30 pm Monday to Saturday.**
- (b) To provide unrestricted parking permits for Sussex Street residents.**

Sussex Street currently has unrestricted parking. It is surrounded by streets with parking restrictions, causing it to become a de-facto car park for local businesses, university students and hospital staff. This greatly restricts parking for Sussex Street residents.

Your personal information is being collected by City of Ballarat for the purposes of Section 68 of Council's Local Law 18, Meeting Procedure. Your information will be stored in Council's Customer Database and used to identify you when communicating with Council and for the delivery of services and information. For further information on how your personal information is handled, refer to Council's Privacy Policy at www.ballarat.vic.gov.au

Please make sure you include your name & address as well as signing the petition, otherwise the petition may not be accepted. If there is a reason why you require anonymity of your address, please seek the consent of Council by phoning 5320 5875 to exclude your address. This petition along with your details will form part of a report to Council which will be included in the public agenda and placed on Council's website for two years.

Name	Address	Signature
		

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Name	Address	Signature

To: Cr Amy Johnson, [REDACTED]

City of Ballarat

I write in relation to the CBD Parking Action Plan and as a follow-up to my previous communication with you, and to my online input to the planning process.

As you would be aware, Sussex Street runs between Precinct 32 on the Northern side and Precinct 33 on the Southern side.

I draw your attention to the Precinct 33 section of the Parking Action Plan.

Under the **Current Situation** heading it states "*Land use in the precinct is primarily residential with only a small number of commercial uses, including a supermarket and a bank*".

Below is the list of commercial and medical premises within Precinct 33:

- Bendigo Bank
- IGA Supermarket
- Brumby's Bakery
- Crawford Pharmacy,
- Choux Choux Cafe
- UBC Web Design
- Absolute Indulgence Beauty Salon & Hairdresser
- Paediatrics Ballarat Paediatric Clinic
- Jasmyn Steel Chiropractic Clinic
- Moloney Architect Office
- Hugh Matthews Podiatrist Clinic
- Posture Works Chiropractic Clinic

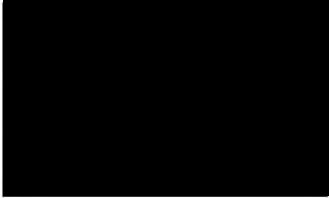
Under the **Current Situation** section of Precinct 32, it states "*Land use is primarily residential with only a single commercial use and a single medical use within the precinct*".

The following are within Precinct 32:

- City Oval Hotel and Lake Inn (two separate businesses)
- Taboo hairdresser
- Brady Sports & Family Chiropractic Clinic
- 16 Pleasant Beauty Clinic

In my view the above information indicates that the Plan has seriously understated the number of commercial and medical premises within the two precincts within which Sussex Street falls. It follows that the plan has therefore underestimated the impact of customer/client parking on Sussex Street, particularly when more than two hour parking is sought. Even greater impact on Sussex Street parking is potentially caused by the staff of the commercial and medical premises listed above who quite obviously would seek all day parking.

I also note that there is only passing reference in the Plan to parking overflow from other establishments such as ACU, but no mention of other businesses such as the Adroit Insurance Office and TRG Accounting, both of which are on the Ripon Street side of Precinct 31, a matter of metres from Sussex Street. These businesses also have clients and staff who may park in Precinct 32 or 33.



In the Plan, the **Proposed Solution** given for both Precinct 32 and Precinct 33 includes a reduction of the number of all-day parking spaces in streets adjacent to Sussex Street. This reduction will put further pressure on the remaining all-day parking places available in the area, primarily Sussex Street. This issue has not been either recognised or addressed in the Plan.

Residents of Sussex Street who, due to the current parking situation, cannot park in their own street, frequently have to park in nearby streets. Under the proposal to replace most of the nearby all-day parking with time restricted parking spaces, they would have even fewer options. Sussex Street residents may have to park in time restricted places in nearby streets, necessitating moving their vehicles several times during the day.

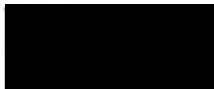
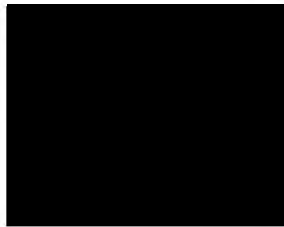
The removal of all-day parking spaces from nearby streets will make Sussex Street almost the only all-day parking location, and will exacerbate the existing problem residents have in parking in their own street. It should be noted that Sussex Street is entirely residential and the parking problems emanate from the surrounding areas of Precincts 32 and 33, as well as from adjoining precincts, such as Precinct 31.

Whether or not the changes proposed in the Plan are implemented, I request that the following be considered:

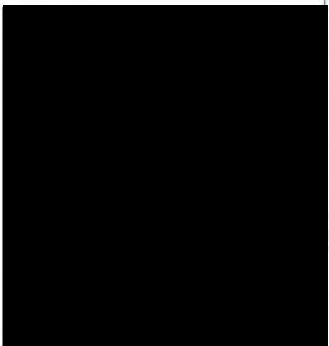
- A two hour parking limit be applied to both sides of Sussex Street during business hours on weekdays.
- Resident passes be issued to all Sussex Street residents to allow them unrestricted parking in their own street at all times.

I look forward to your response in relation to the matters I have raised.

Kind Regards,



26-09-2016



10. ASSEMBLIES OF COUNCILLORS

10.1. ASSEMBLIES OF COUNCILLORS

Division: Business Services
Director: Glenn Kallio
Author/Position: Ali Evans - Administration Officer Statutory Compliance

OFFICER RECOMMENDATION

Council resolves to approve the report on Assemblies of Councillors as listed:

- 4 June 2019 Ballarat Municipal Observatory Advisory Committee Meeting
- 26 June 2019 Miners Rest related matters
- 10 July 2019 Infrastructure and Environment Portfolio Meeting No 199
- 15 July 2019 Eureka Centre Community Advisory Committee Meeting
- 24 July 2019 Strategic Briefing
- 7 August 2019 Council Agenda Review Briefing

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with copies of Assembly of Councillor Records as required under section 80A(2) of the *Local Government Act 1989*.

RATIONALE

Section 80A(2) of the *Local Government Act 1989* requires the record of an Assembly of Councillors to be reported at an Ordinary Council meeting. Assembly of Councillors Records are attached to this report.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*; and
- City of Ballarat Council Plan 2017-2021.

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

Social/Cultural - The inclusion of the attached Assembly of Councillor Records in the Council Agenda and the availability to the community increase awareness of the activities of Council and could increase community involvement in decision making at Council level.

Risk Management - There are implications with regards to Council's compliance with the *Local Government Act 1989* if Assembly of Councillor Records are not reported to Council.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

1. 4 June 2019 Ballarat Municipal Observatory Advisory Committee Meeting [**10.1.1** - 1 page]
2. 26 June 2019 Miners Rest related matters [**10.1.2** - 1 page]
3. 10 July 2019 Infrastructure and Environment Portfolio Meeting No 199 [**10.1.3** - 1 page]
4. 15 July 2019 Eureka Centre Community Advisory Committee Meeting [**10.1.4** - 1 page]
5. 24 July 2019 Strategic Briefing [**10.1.5** - 2 pages]
6. 7 August 2019 Council Agenda Review Briefing [**10.1.6** - 2 pages]

ASSEMBLY OF COUNCILLORS RECORD


This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Ballarat Municipal Observatory Advisory Committee Meeting
Date of meeting:	4 June 2019
Start time:	11:00am
Finish time:	11:30am

Councillors present:
Cr Mark Harris
Apologies:
Council staff present:
Darren Sadler – Executive Manager Property Services and Facilities Management Madelyn Love – Administration Officer Property and Facilities Maintenance Ali Evans – Administration Officer Statutory Compliance
Other attendees present:
Judith Bailey

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

Matters Considered:
<ul style="list-style-type: none"> • 50th Anniversary of the Moon Landing (20/21 July weekend) • National Science Week Events (10-18 August) • Foto Biennale Events (Late August) • Removal of unfinished dome from site • Addressing space requirements on site

Record completed by:	
Signed: 	Position: Executive Manager Property Services and Facilities Management
Name: Darren Sadler	Date: 16 July 2019

ASSEMBLY OF COUNCILLORS RECORD

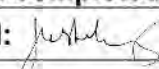
This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Miners Rest related matters
Date of meeting:	26 June 2019
Start time:	12.00 noon
Finish time:	1.10pm

Councillors present:
Cr Samantha McIntosh (left at 12.45 pm) Cr Grant Tillett Cr Daniel Moloney (left at 12.30pm) Cr Jim Rinaldi
Apologies:
None
Council staff present:
Justine Linley Angelique Lush (left at 12.40 pm)
Other attendees present:
None

Conflict of Interests: - None declared				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
None	None	[Yes/No]	[Insert Time]	[Insert Time]

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • Miners Rest Township Plan • Impact of airport modelling • Dowling Forest masterplan • Communication with the Miners Rest community.

Record completed by:	
Signed: 	Position: CEO
Name: Justine Linley	Date: 28 June 2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Infrastructure and Environment Portfolio Meeting No 199			
Date of meeting:	Wednesday 10 July 2019			
Start time:	7.00am			
Finish time	8.53am			
Councillors present:				
Cr Ben Taylor, Cr Grant Tillett				
Apologies:				
Cr Mark Harris				
Council staff present:				
Terry Demeo – Director Infrastructure and Environment, Darren Sadler - Executive Manager Property Services and Facilities Management, Quenton Gay - Waste, Water and Energy Officer, Adam Parrot - Senior Landscape Architect				
Other attendees present:				
Nil				
Conflict of Interests:				
<p>Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.</p> <p>A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.</p>				
Nil				
Matters Considered: <i>*Provide dots points of matters discussed.</i>				
<p>Updates</p> <ul style="list-style-type: none"> • Monthly Land Sales Update • Renewable Energy Procurement Options • Ex-POW Interpretive Centre • Domestic Wastewater Management Plan • Fast Rail Regional Alliance Project <p>Reports</p> <ul style="list-style-type: none"> • Discuss Reports for Next Agenda Review in Business Calendar <p>Upcoming Tenders</p> <ul style="list-style-type: none"> • Circulated to Councillors prior to meeting <p>Other Business</p> <ul style="list-style-type: none"> • Ward Items raised by individual Councillors 				
Record completed by:				
Signed: 		Position: Director Infrastructure and Environment		
Name: Terry Demeo		Date: 15 July 2019		

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Eureka Centre Community Advisory Committee
Date of meeting:	15/07/2019
Start time:	5.30am
Finish time:	7.00pm

Councillors present:
Mayor Cr Samantha McIntosh (The Chair), Deputy Mayor Cr Jim Rinaldi, Cr Daniel Moloney (via phone)
Apologies:
Angelique Lush - Director Development and Planning, Fred Cahir - Community representative
Council staff present:
Jeff Johnson - Executive Manager Events and the Arts, Anthony Camm - Manager Eureka Centre, Catherine McLay - Project Officer, Heritage and Cultural Landscapes
Other attendees present:
Community representatives: Ron Egeberg, Serena Eldridge, Samantha Fabry, Mary-Rose McLaren, Phillip Moore. Visitors: Richard Baum (facilitator)

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting	Time left	Time returned
Nil	Nil	N/A		

Matters Considered: <i>*Provide dots points of matters discussed.</i>
<ul style="list-style-type: none"> • The Chair welcomed members and asked for conflict of interest declarations • The Chair introduced the meeting and the committee's role in developing a 2030 Vision • The Chair introduced Richard Baum (The Facilitator) • The Facilitator reviewed past individual and collective ideas and presented a consolidation of those ideas under three strategic areas: Place, Partnerships and Advocacy, and Programming • The group discussed the recommendations and agreed on changes and additions • The Facilitator explained the next stage in the process to complete the 2030 Vision • The Chair thanked committee members for their contribution to the process and closed the meeting

Record completed by: Anthony Camm	
Signed: 	Position: Eureka Centre Manager
Name: Anthony Camm	Date: 15/07/2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.

Description of meeting:	Strategic Briefing
Date of meeting:	24 July 2019
Start time:	7.58 pm
Finish time:	11.20 pm

Councillors present: Cr Daniel Moloney Cr Ben Taylor Cr Grant Tillett Cr Jim Rinaldi Cr Amy Johnson Cr Mark Harris Cr Samantha McIntosh Cr Des Hudson (Left at 10.30 pm)
Apologies: Cr Belinda Coates
Council staff present: Justine Linley – Chief Executive Officer Terry Demeo – Director Infrastructure and Environment Glenn Kallio – Director Business Services Neville Ivey – Director Community Development Angelique Lush – Director Development and Planning Cameron Cahill – Director Innovation and Organisational Improvement Mark Patterson – Executive Manager Sport and Active Living Jeff Johnson – Executive Manager Events and the Arts Lisa Kendal – Acting Executive Manager Economic Partnerships Joanna Cuscaden – Project Manager Urban Renewal Natalie Robertson – Executive Manager Development Facilitation
Other attendees present: Nil

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

<p>Matters Considered:</p> <p>Portfolio Updates</p> <p>External Advocacy Requests</p> <ul style="list-style-type: none"> • Save our Tracks Campaign • Committee for Ballarat Membership <p>Strategic Briefing Reports</p> <ul style="list-style-type: none"> • Events Update Including New Years Eve and Easter • Bakery Hill Urban Renewal Plan • Latrobe St Saleyards Precinct Renewal • Tree Retention and Tree Planting Program • Outdoor Pools • Lake Wendouree Masterplan Update • Rail Projects – Advocacy
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Record completed by:	
Signed: 	Position: Director Business Services
Name: Glenn Kallio	Date: 25 July 2019

ASSEMBLY OF COUNCILLORS RECORD

This record must be completed by the attending Council Officer and returned to the Statutory Compliance Unit within 48 hours after the meeting for recording in the register.


Description of meeting:	Council Agenda Review Briefing
Date of meeting:	7 August 2019
Start time:	6:55pm
Finish time:	8.58pm

Councillors present: Cr Jim Rinaldi Cr Grant Tillett Cr Des Hudson Cr Daniel Moloney Cr Mark Harris (arrived at 7.24pm) Cr Samantha McIntosh Cr Belinda Coates Cr Amy Johnson Cr Ben Taylor
Apologies:
Council staff present: Justine Linley – Chief Executive Officer Glenn Kallio – Director Business Services Terry Demeo – Director Infrastructure and Environment Neville Ivey – Director Community Development Cameron Cahill – Director Innovation and Organisational Improvement Angelique Lush – Director Development and Planning Pete Appleton – Executive Manager Engaged Communities Michael Hynes – Senior Advisor Strategy and Planning
Other attendees present: Nil

Conflict of Interests:				
Pursuant to Sections 77, 78 and 79 of the <i>Local Government Act 1989</i> (as amended), if a Councillor has a conflict of interest in a matter which is to be considered or discussed at a meeting, the Councillor must, if he or she is attending the meeting, disclose the conflict of interest.				
A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.				
Name of person(s) declaring the conflict	Type & details declared	Left Meeting Yes/No	Time left	Time returned
Nil				

Matters Considered: <i>*Provide dots points of matters discussed.</i>
Portfolio Matters
Updates from Councillors
<ul style="list-style-type: none"> • Clarendon College
Review of Draft Council Agenda 21 August 2019
<ul style="list-style-type: none"> • Chief Executive Officer Report

- Parking in Sussex Street
 - Assemblies of Councillors
 - Draft Gambling Harm Minimisation Policy and Action Framework
 - Adoption of Municipal Emergency Management Plan 2019 - 2021
 - Domestic Wastewater Management Plan 2019 - 2024
 - Request for City of Ballarat Participation in the Intercultural Cities Conference to be held in Hamamatsu Japan October 2019
 - City of Ballarat – Skate and Tween/Teen Facilities Framework
 - Adoption of Revised City of Ballarat Procurement Policy
 - Contracts Special Committee of Council Minutes – 3rd and 24th July 2019
 - Committee for Ballarat Membership
 - S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)
 - Outstanding Question Time Items
- Items in Camera**
- Contracts Special Committee of Council – 3rd July and 24th July 2019
 - Kerbside Recycling Immediate, Short and Medium Term Options

Record completed by:	
Signed: 	Position: Director Business Services
Name: Glenn Kallio	Date: 8 August 2019

11. OFFICER REPORTS

11.1. DRAFT GAMBLING HARM MINIMISATION POLICY AND ACTION FRAMEWORK

Division: Community Development
Director: Neville Ivey
Author/Position: Pete Appleton – Executive Manager Engaged Communities

OFFICER RECOMMENDATION

Council resolves to:

Place the draft Gambling Harm Minimisation Policy and Action Plan Framework on public exhibition for four weeks commencing Friday 23 August 2019.

EXECUTIVE SUMMARY

This report seeks Council's endorsement to place the draft Gambling Harm Minimisation Policy and Action Plan Framework on public exhibition. The draft framework replaces the existing 2011 document broadening the scope of the policy to consider forms of gambling other than poker machines and updating language into a more current context. The proposed draft Action Plan Framework highlights Council's overall goal as being to protect and promote the health and wellbeing of all City of Ballarat residents through the adoption of a public health approach to preventing gambling related harms. It goes on to identify 5 individual policy commitments before breaking down 17 targeted actions across 3 key priority areas, *community partnerships, advocacy and planning, regulation and enforcement*.

It is anticipated that updating this policy and action plan framework will support and strengthen Council's advocacy actions, including in preparing submissions and when attending hearings at the Victorian Commission for Gambling and Liquor Regulation (VCGLR).

RATIONALE

Clarifying Council's involvement on the issue of gambling harm prevention:

The draft Gambling Harm Minimisation Policy and Action Framework has been developed to provide strategic direction for Council's multiple roles in relation to gambling, particularly with regard to electronic gaming machines (EGMs). As the closest form of government to the community, Council has the opportunity to advocate on behalf of the broader Ballarat community on the issue of gambling to both the State and Federal Governments.

The primary focus of the draft policy and action framework is on electronic gaming machine gambling. This is because Council has a decision-making role on planning permits under the *Ballarat Planning Scheme*, and the right to submit social and economic impact assessments on gaming licence applications under the *Gambling Regulation Act 2003*. It is recognised however that sports betting and internet gambling are rapidly growing in the community. It is anticipated that some aspects of this policy will also reduce harms to people experiencing problems from other forms of gambling.

Confirming how Council plays a role gambling harm prevention:

Council has multiple leadership roles in relation to harm prevention from gambling. These include:

- **Consideration of planning applications related to the installation and use of EGMs in Ballarat.**

Under the Planning and Environment Act 1987, Council is the responsible authority for the consideration of planning applications related to the installation and use of EGMs in Ballarat. In 2011, the current Community Gaming Policy was adopted and incorporated into the Ballarat Planning Scheme Clause 22.07. The objective of this policy is to guide Council's decision making for the location, design and operations of EGMs and gaming venues and identify locations where EGM venues are prohibited. Schedule to Clause 52.28 Gaming also specifies locations for prohibition of EGMs in shopping complexes and strip shopping centres.

- **Participation in Victorian Commission for Gambling and Liquor Regulation processes.**

As an example, Council submitted a Social and Economic Impact Assessment in relation to the Ballarat Golf Club's application for additional electronic gaming machines and attended the VCGLR hearing on 29 and 30 November 2018.

- **Supporting Harm Prevention Awareness Raising Campaigns**

In 2018 Council played a role in the delivery of a local level Pokies Play Ballarat community awareness campaign in the lead up to the State Election.

- **Working with Alliances, Networks and Partnerships around Harm Minimisation.**

- In November Council signed up as an official member of the Alliance for Gambling Reform a national advocacy which works to prevent and minimise the harm from gambling.

- From 2018 Council has been working with the Ballarat Interagency Taskforce for Preventing Gambling Harm in relation to the community attitudes to gambling survey and in the development of collective actions including an advocacy plan.

Over the 12 months it became apparent that Council needed to update its existing Gaming Machine Community Policy which was endorsed in 2011. Ballarat has changed significantly over the last eight years as has the scope, data, language and community attitudes towards gambling. The policy update has been based on reviewing evidence and research related to gambling harm, identifying trends and best practice examples of local government policy in this area, and determining local community attitudes related to gambling.

The key objectives of the policy update are as follows:

- Strengthen Council's position on gambling based on recent evidence and research of gambling related harm prevention.
- Update the context and language.
- Ensure Council's position takes into consideration current community attitudes.
- Complement future amendments of the Ballarat Planning Scheme.
- Support Council's advocacy actions moving forward and reflect opportunities for Council to take action in the future.

In November 2018 Council endorsed a Social Policy Framework which created a template for how Council could consider key social based issues into the future. The draft Gambling Harm Minimisation Policy is the first piece of official strategic work that uses the template to position Council's role on a topic. It does so via a one-page action plan framework located on page 13 of the draft policy document attached to this report.

The draft Action Plan Framework highlights Council's overall goal as being to protect and promote the health and wellbeing of all City of Ballarat residents through the adoption of a public health approach to preventing gambling related harms. It goes on to identify 5 individual policy commitments before breaking down 17 targeted actions across 3 key priority areas, *community partnerships, advocacy and planning, regulation and enforcement.*

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Planning and Environment Act 1987*
- *Local Government Act 1989*
- *Gambling Regulation Act 2003*
- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	No	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

Social/Cultural – The Ballarat community remains concerned by the large body of evidence that demonstrates the adverse consequences which result from problem gambling including financial loss, relationship breakdown and reduced health and wellbeing.

Risk Management – The 2011 Gaming Machine Community Policy is eight years old and in need of updating. Failure to endorse the draft Gambling Harm Minimisation Policy and Action Framework would mean that Council is relying on outdated information to assist in shaping decisions and possible courses of action.

CONSULTATION

It is proposed to place the draft Gambling Harm Minimisation Policy and Action Plan Framework on public exhibition for four weeks from Friday 23 August 2019. During this consultation phase it is proposed to:

- Establish *My Say* page with accompanying survey to gather community feedback;
- Link online survey to media releases and social media posts;
- Correspond with key stakeholders seeking feedback; and
- Make hard copies of the draft framework available at the Phoenix Building and other Council sites.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

ATTACHMENTS

1. CoB Draft Gambling Harm Minimisation Policy 2019 [11.1.1 - 17 pages]

DRAFT

**Gambling Harm Minimisation Policy
and Action Framework**

August 2019

Contents

What is the purpose of this policy?	Pg. 3
What are we seeking to achieve through this policy?	Pg. 3
What is gambling related harm?	Pg. 3
Vulnerable populations and accessibility	Pg. 3
What is the legislative and regulatory context?	Pg. 5
Commonwealth Government	Pg. 5
Victorian and Local Governments	Pg. 5
What is the City of Ballarat’s gambling context?	Pg. 6
Electronic Gaming Machines in Ballarat	Pg. 7
Online gambling and sports betting	Pg. 8
Other forms of gambling	Pg. 9
What is the Ballarat community’s attitude to gambling?	Pg. 9
What is local government’s role in preventing and minimising gambling related harm?	Pg. 11
Our strategic response	Pg. 12
Policy principles	Pg. 12
Our commitments	Pg. 12
Action Plan Framework	Pg. 13
Monitoring and review	Pg. 14
References	Pg. 14
Appendices	Pg. 16
Appendix 1: EGM Losses per Venue in City of Ballarat 2017/2018	Pg. 16
Appendix 2: Location of EGM Venues in Ballarat overlayed with Index of Relative Socio-economic Advantage and Disadvantage	Pg. 17

What is the purpose of this policy?

The City of Ballarat Gambling Harm Minimisation Policy 2019 is a 'whole of Council' approach to preventing and minimising gambling-related harm in the community. Local government has legislative requirements to protect and promote the health and wellbeing of the community, and this includes seeking to protect communities from the risks and harms associated with gambling.

This policy describes Council's policy position on gambling in the municipality and identifies three key priorities relating to advocacy, community partnerships, and the City of Ballarat's strategic and regulatory roles.

The Policy replaces the City of Ballarat Gaming Machine Community Policy (2011) and integrates recent changes to the statutory and regulatory framework within which gambling takes place in the municipality. It also responds to the change in trends related to online and sports betting, the growth and changing population in the Ballarat municipality, the increased understanding we have about issues related to gambling, and a change in the language used by the industry.

While the Policy is relevant to all gambling activities that take place in the municipality, its primary focus is on electronic gaming machines (EGMs) and gaming venues, as this is the form of gambling over which Council has direct influence through its statutory roles and decision-making processes.

The Policy will guide the review of existing clauses related to gaming in the Ballarat Planning Scheme including 21.07-7, and 22.07, and include updating the Clause 52.28 Gaming and the related Schedule. It will also inform Council's submissions to the Victorian Commission for Gambling and Liquor Regulation (VCGLR) in response to applications for a new gaming licence or amendment to an existing gaming licence and the assessment of applications considered under the relevant clauses of the Ballarat Planning Scheme.

What are we seeking to achieve through this policy?

The Policy's objectives are to:

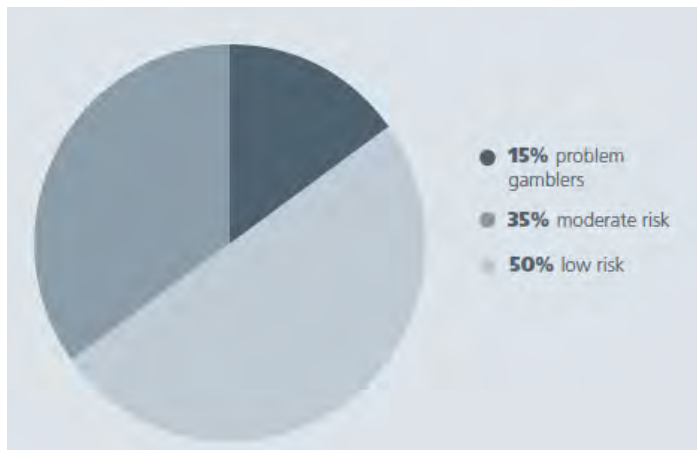
- Demonstrate Council's commitment to protecting those most at risk of gambling related harms through its various statutory roles and responsibilities.
- Provide consistency and transparency in relation to Council's position, commitments and approach to preventing gambling related harms in the municipality.
- Effectively respond to emerging gambling patterns, behaviours and impacts.
- Strengthen Council's capacity to effectively guide the location and operation of electronic gaming machines (EGM's) by providing the framework for the review of the Ballarat Planning Scheme.
- Work collaboratively with partners and the community to reduce gambling related harm using a public health approach.

What is gambling related harm?

Public health impacts associated with gambling include social (e.g. family and relationship breakdown), economic (e.g. financial hardship and job losses) and physical and mental wellbeing (e.g. anxiety, chronic disease and intimate partner violence). Gambling problems are a social and health issue on a similar order of magnitude to major depressive disorder and alcohol misuse and dependence¹. These health impacts impose direct and indirect costs on the public sector associated with treatment service, and expenditure programs and policies focusing on addressing gambling related harms.

The study undertaken by the Victorian Responsible Gambling Foundation in 2017 found that the total cost of gambling to our community in 2014–2015 was \$7 billion. Costs were categorised as financial, emotional and psychological, relationships and family, crime (cost to the Victorian justice system), productivity loss and work impacts, and cost to the Victorian Government. People who gamble, their families and their social networks bore 75 per cent of the total cost of gambling¹.

The researchers found gambling harm in Victoria comprises:



Although harm from problem gambling is more severe at an individual level, harm from low-risk and moderate-risk gambling has a greater impact on the community because the number of people affected is much greater. For every person with a gambling problem, between five and ten others (e.g. partners and children) also experience serious consequences, including:

- emotional distress
- the breakdown of family relationships
- financial difficulties.

This means that more than two million Australians are affected by problem gambling¹.

Vulnerable populations and accessibility

The disadvantage experienced by certain communities may magnify the gambling harm they experience. Consequently, the City of Ballarat is not supportive of gambling activities being highly accessible to vulnerable communities.

Those who experience gambling problems are generally more likely to be young, single, unemployed or not employed (excluding retirees and full-time students), Indigenous, men, living in rental accommodation, in a low socioeconomic area, and are more likely to draw their income from welfare payments than those who had no problems². Other risk factors associated with gambling-related harms include having a personal income in the medium highest and medium lowest quartiles or being employed as a sales worker, machinery operator or driver and labourer. In addition, people experiencing a recent trauma, loneliness and boredom are also at risk of gambling-related harms as they are vulnerable to social isolation. Research indicates that demographic groups such as males and females aged 55+ contribute substantially to the ‘burden of harm’ experienced by Victorians¹.

It has also been found that physical features of the gambling environment and product which increase the risk of gambling-related harms include a high density of EGMs per 1,000 adults, poorly designed and operated gaming venues and poor access to nongambling social, leisure, recreation and entertainment activities and facilities¹. These characteristics should be considered by the City of Ballarat when assessing any gaming applications or undertaking initiatives to protecting vulnerable communities. A map showing the location of EGM venues in Ballarat overlaid with Index of Relative Socio-economic Advantage and Disadvantage (SEIFA), 2016 can be found in Appendix 2.

What is the legislative and regulatory context?

Governments at all levels have a responsibility in minimising the harm associated with gambling.

Commonwealth Government

Online gambling is regulated by the Commonwealth Government through the Interactive Gambling Act 2001 (IGA) (<https://www.legislation.gov.au/Details/C2019C00070>). The IGA targets the providers of interactive gambling services. In November 2018, Commonwealth and state and territory governments also launched the National Consumer Protection Framework (National Framework) for Online Wagering in Australia, which provides consumer protections for Australians gambling online³. Gambling advertising during the broadcast of live sport in Australia is covered by a number of rules approved by the Australian Communications and Media Authority (ACMA)⁴.

Victorian and Local Governments

Gambling is regulated in Victoria by the Gambling Regulation Act 2003, Planning and Environment Act 1987 and Local Government Act 1989.

Victorian Commission for Gambling and Liquor Regulation Act 2011

The Victorian Commission for Gambling and Liquor Regulation Act 2011 provides for the creation of the Victorian Commission for Gambling and Liquor Regulation (VCGLR) to regulate the gambling and liquor industries in Victoria⁴.

Gambling Regulation Act 2003

The Gambling Regulation Act provides the legislative framework for gambling and identifies the responsible authorities and the extent of their powers to control and manage gambling⁵. The Act was subsequently amended, resulting in the Victorian Commission for Gambling and Liquor Regulation Bill 2011. The Bill combined the regulation of gambling and liquor and the establishment of the VCGLR to oversee the conduct of gambling in Victoria and assess applications for gambling and liquor licenses, which sets the number of machines.

Planning and Environment Act 1987

Under the Planning and Environment Act 1987, local government is the responsible authority for the consideration of planning applications related to the installation and use of EGMs in its municipality⁶. In 2011, the Community Gaming Policy was adopted and incorporated into the Ballarat Scheme Clause 22.07. The objective of this policy is to guide decision-making for the location, design and operations of EGMs and gaming venues, and identify locations where EGM venues are prohibited. Schedule to Clause 52.28 Gaming also specifies locations for prohibition of gaming machines in shopping complexes and strip shopping centres.

Local Government Act 1989

The Local Government Act confers a role on Council to represent the needs and advocate on behalf of the local community⁷. Local Councils can represent the community on EGMs by submitting a Social and Economic Impact Assessment (SEIA) to the VCGLR. Providing that land use requirements are satisfied, local government is largely restricted to acting as an advocate for the community once an application for additional or new EGMs is announced.

It is therefore important to emphasise that local government is not the responsible authority for the issuing of a licence to operate EGMs - this sits with the VCGLR and planning decisions can be appealed at Victorian Administrative Appeals Tribunal (VCAT).

Public Health and Wellbeing Act 2008

This legislation sets out the function of local government ‘to seek to protect, improve and promote public health and wellbeing within the municipal district’⁸. Further to this, the Act states the ‘precautionary principle’ – if a public health risk poses a serious threat, lack of full scientific certainty should not be used as a reason for postponing measures to prevent or control the public health risk. Under this Act, local governments are required to develop a Municipal Health and Wellbeing Plan.

Ballarat Strategy 2040

In addition to the Community Gaming Policy (2011), the City of Ballarat has developed a policy to provide guidance in relation to Electronic Gaming Machines through a specific initiative within the Ballarat Strategy - Minimising the Harm caused by Electronic Gaming Machines⁹. This initiative is to “Continue to control where poker machines can be located, to minimise their impact on vulnerable communities” and specifies the key action of continuing to utilise all relevant planning controls available to Local Government to minimise the harm caused by problem gambling.

What is the City of Ballarat’s gambling context?

According to the Alliance for Gambling Reform¹⁰, Australians spend more per person on gambling than any other country in the world - almost double that of New Zealand. Australians also spend more money gambling than on other activities that can be addictive and dangerous, including alcohol, tobacco and all illegal drugs, as seen below.



Source: Alliance for Gambling Reform¹⁰

There has been a rapid growth in online gambling and sports betting in recent years, however available evidence still indicates that poker machines (Electronic Gaming Machines or EGM’s) remain the number one cause of gambling losses and gambling harm – three in four problem gamblers are using poker machines¹¹.

The chart below shows that the overall pattern across Australia is one where higher risk groups are spending more of their total regular gambling outlay on EGMs, race betting, sports betting, and casino table games and less on lotteries and instant scratch tickets¹⁴.

As a group, non-problem gamblers spent more than half of their total typical gambling outlay on lotteries (58%), with the remainder spread widely across other activities. In contrast, the low risk, moderate risk, and problem gamblers each spent around a third of their total gambling outlay on EGMs (32-35%) and a fifth on race betting (19-23%). Low risk and moderate risk gamblers also spent substantial portions on lotteries (28% and 18%) while problem gamblers spent more on sports betting (15%) than lotteries (9%)¹⁴.

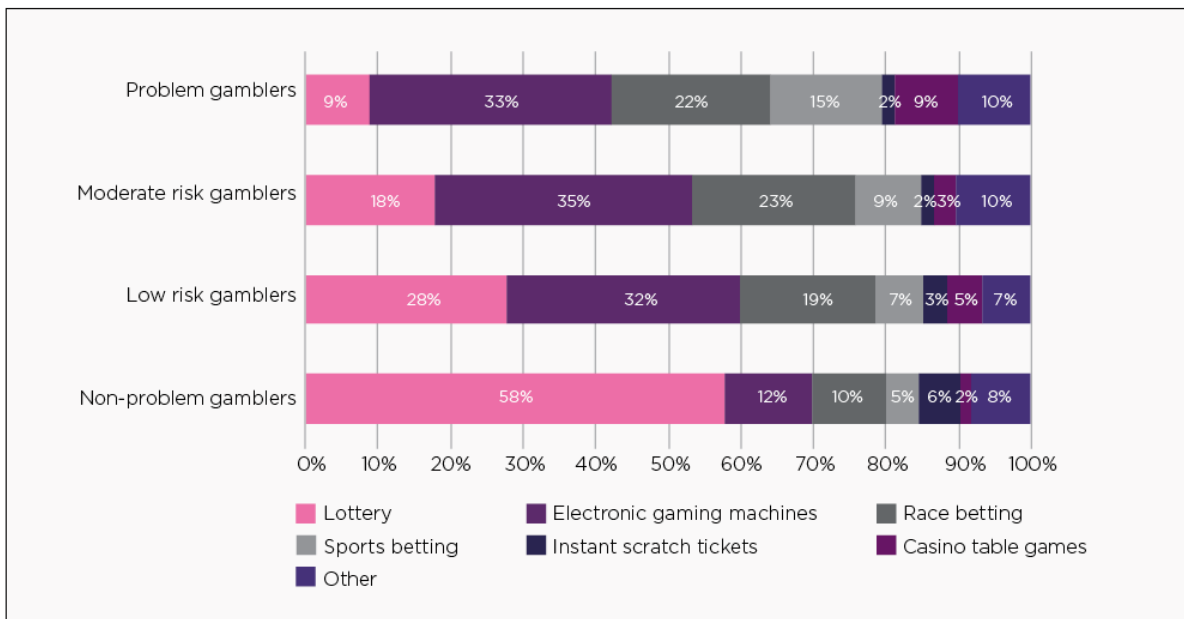


Chart: Proportion of risk group expenditure on each activity (2015) ¹⁴

Electronic Gaming Machines in Ballarat

The City of Ballarat is concerned by the prevalence and accessibility of EGMs in the Ballarat area and their potential harmful impacts. Both the number of gaming machines and expenditure per adult is higher than in other regional Victoria municipalities and significantly higher than the state average. In the City of Ballarat, there is an average of \$152,778 lost by players on poker machines per day and \$55.8M annually (2017/2018)¹³. There is currently a total of 638 poker machines across 14 venues in the City of Ballarat, which is 96 per cent of the legislated local area cap of 663 (April 2019)¹³. Gaming machine caps are a legal limit on how many gaming machine entitlements are available within specific geographic areas of Victoria. In Ballarat, the number of poker machines currently equates to 7.95 machines per 1,000 adults - the 13th highest ratio in Victoria - higher than ratios seen in Geelong, Bendigo, Shepparton and Melton¹³.

	Adult population (17/18)	Venues (May 2019)	EGM's (May 2019)	EGM's per 1000 adults (17/18)	Expenditure per adult (17/18)
Ballarat	82,673	14	638	7.95	\$674.51
Bendigo	88,742	11	657	6.76	\$555.94
Geelong	196,066	26	1305	6.50	\$599.39
Melton	110,805	7	514	4.54	\$596.11
Shepparton	50,440	8	329	6.52	\$661.05
Victoria	5,057,422	495	26,361	5	\$532.94

The estimated losses on poker machines incurred by gamblers in Ballarat, as a percentage of gross individual income is 12.1 per cent (2016), the 11th highest percentage in LGAs across Victoria¹³. A table showing EGM losses per venue in City of Ballarat 2017/2018 can be seen in the Appendices (VCGLR) at the end of this policy. Despite the perception that gaming venues contribute back to communities through gifts, donations, sponsorships, volunteer expenses and veterans support, only 0.9 per cent of the total losses on pokies machines in Ballarat in 2015/2016 were given back through community benefits. This is significantly lower than in many other LGAs¹³.

Online gambling and sports betting

In the past decade, there has been rapidly growing participation in online gambling and sports betting. Currently, there are an estimated one million Australians actively using online wagering accounts. The rate of problem gambling online is thought to be triple that of gambling on other traditional platforms. More than 240,000 individuals are at-risk of or already experiencing significant harm caused by online gambling¹¹.

A 2011 survey of Australian adults found that 8% of Australian adults had participated in online gambling during the previous 12 months. They were largely younger, generally male, participated in a variety of forms of gambling and experienced higher losses than others¹².

A more recent 2014 Victorian study revealed that 1.8% of females had participated in sports betting in the previous year, compared with 8% of males – with its prevalence highest among 18-24-year-old males, at 15%¹². Some of the reasons that it is thought young men are attracted to sports and online gambling are as an affirmation of masculinity, sporting knowledge, and team affiliation, the excitement and risk of gambling, the possibility of winning money, the social experience which often accompanies gambling or the association between drinking cultures and gambling, and the strengthening link being forged between the enjoyment of sport and gambling¹². The potential impacts on young people are particularly concerning but there is limited research and data gathering to better understand this. This area falls outside the direct influence of local government legislation as it is in the domain of Federal and State governments. There is an advocacy role for Council to encourage the other levels of government to research and address harms in this area, particularly given the growing population of young people in Ballarat.

Other forms of gambling

The policy and action plan focus on EGMs and online gambling and sports betting as the areas where there is evidence of most concern and where local government can have most influence to address. It acknowledges that harms can also arise from other gambling forms such as betting on horse racing, scratchies and table games. The plan identifies a range of actions that will address the harms caused by these activities through, for example, raising awareness and increasing education of the harms of gambling, supporting the provision of support services for gambling and building protective factors such as opportunities for social interaction outside of gambling environments. As evidence grows in gambling harm minimisation, further actions can be incorporated into the action plan that are more targeted to these other gambling forms.

What is the Ballarat community's attitude to gambling?

In May and June 2019, the Ballarat Interagency Taskforce on Gambling Harm conducted a 'Community Attitudes to Gambling' survey in the Ballarat community. The Community Attitudes survey was made available between May 1 and July 9, 2019 and gathered feedback from 127 community members through online and hard copy surveys. With an estimated population of approximately 110,000 people in Ballarat, this survey has a calculated margin of error of 9%. The following information outlines the key findings related to the Ballarat community's attitudes to gambling¹⁵.

Perceived levels of harm and concern of gambling in Ballarat

The survey results indicated that all four common forms of gambling, (pokies, sports betting, betting on horses and casino games), were considered to be harmful to the Ballarat community by at least 87.6% of survey respondents. Pokies were identified as being the most dangerous form of gambling with 93.7% believing that they cause harm to the Ballarat community and 72.4% considering them to

be very harmful or extremely harmful. Similar results were found for betting on sports and horses with 92% of respondents considering them harmful products within the Ballarat community.

Of those who responded to the survey, it was clear that the majority of people were concerned about pokies, sports betting, betting on horses and casino games for the people living in Ballarat. Similarly, to the question considering how harmful the different gambling products are, pokies caused the most concern, with over 90% of respondents being at least somewhat concerned and 72.4% feeling very or extremely concerned about pokies in Ballarat. A high percentage of respondents were also concerned with sports betting and betting on horses for people in Ballarat (89% and 86.6% respectively), although the level of concern was slightly lower than for pokies.

Availability of gambling activities in Ballarat

The majority of survey respondents indicated that activities to gamble on pokies, sports and horses are too readily available in Ballarat. Overall, 83.5% thought that there were too many pokies available, 78% thought that betting on sports was too easily available and 66.1% of people thought that betting on horses was too available. The type of gambling that most people thought was available at a level that was about right was gambling at a casino (55.1%), with 11% of people indicating that they would like more casino gambling available to Ballarat residents who want to gamble.

Only 15.7% of people thought that the level of poker machines in Ballarat was about right, and 0.8% thought that there was not enough available. In the areas of both sports betting and betting on horses, no one indicated that they thought there were not enough of these activities available with 22% of people thinking the level of sports betting is about right and 33.9% considering the amount of horse racing activities available being about right.

Attitudes to Poker Machines

In relation to poker machines, there was strong support from respondents for the Victorian Government to increase regulation of poker machines such as having fewer machines, reduced operating hours, 'con-free' poker machines (82.6% agreed or strongly agreed). There was also strong support for the City of Ballarat to oppose any applications for new pokies venues or additional machines where there is evidence of a negative impact in community wellbeing (75.6% strongly agreed, 9.4% agreed).

As was seen in at least twenty verbatim comments at the end of the survey, people showed real concern for the harms caused by poker machines, the amount of money being lost, the addictive and predatory nature of the product and the comfortable and inviting environments that are created by venues making them more appealing to vulnerable people. Comments indicated that people would like to see more regulation of poker machines, including a reduction in numbers and accessibility in Ballarat. One respondent commented:

"The annual losses from poker machines in Ballarat each year is staggering. We need to mobilise the community into saying "no" to pokies and also make it really clear that poker machines are addictive, they are designed to addict, and they are dangerous to our community."

Social acceptance of gambling in Ballarat and individual responsibility

Survey results indicated that gambling is considered to be mostly socially acceptable in Ballarat. Betting on horses is seen as the most socially acceptable form of gambling in Ballarat while gambling on the pokies is seen as less acceptable with 17.3% of respondents indicating that this is not at all socially acceptable in Ballarat. Betting on sports (44.9%) and horses (54.4%) was considered either very or extremely socially accepted in Ballarat by many people.

There were three comments which saw gambling as a recreational activity that people should be able to enjoy, and one comment that the industry also employs a significant number of people in our community. There was also a small number (insert number if known) of comments made that people should be responsible for their own actions if they choose to gamble.

Attitudes to Gambling advertising and sport

Of those who responded to the survey, there was strong support for gambling advertising to be banned during televised sport and during children's viewing hours. A number of people also commented on the normalisation of gambling that is occurring as a result of such widespread advertising.

In addition, the majority of respondents (80.3%) thought that gambling should be banned from sporting venues and sponsorship of sport, and 74% thought that sporting organisations do not take enough responsibility for how gambling is promoted in Ballarat. In the final open-ended question of the survey, a small number of people commented on the attitudes in local sports clubs that betting on sports through apps is seen as harmless and fun and that there is on occasion peer pressure to participate.

Community perspectives of gambling harm

19.2% of people who completed the survey indicated that they had experienced harm because of someone else's gambling. Of the 24 people who indicated that they had experienced harm because of someone else's gambling, nearly all experienced relationship (20 people) and emotional (19 people) harm. In addition, 15 people responded that they had been affected financially and 8 indicated that they also experienced other harms, such as affecting work, health or focus on other important things.

Several people made comments about their own and their friends and family's experience of gambling harm which demonstrated the adverse impacts occurring in the Ballarat community, including family breakdown, suicide, depression and financial hardship. There were also comments about the negative impacts on the community resulting from gambling, such as reduced spending at local businesses and the links with family violence and suicide rates. Concern was also expressed at the amount of money being used on gambling and the lack of awareness of the community of how much money is being lost. Some quotes relating to experienced harm included:

"I am aware of significant harm caused by gambling among my extended family, friends and their networks. If the impacts of financial hardship, family breakdown, suicide etc. in Ballarat could be collectively shown it would clearly illustrate that the financial benefits to a relatively small group of local business people and clubs is being achieved at enormous cost to our community and is completely unethical!"

"My now husband suffered from a gambling addiction for 3 years without me knowing. In those 3 years he had accumulated so much debt I had no idea how we would ever rebuild. The emotional and financial damage his poker machine addiction caused is indescribable. At the time we had no help available in Ballarat. I was afraid my partner would take his life and I was also in a very dark place."

Support services and education

Six people commented on the need for more services to be available to those experiencing gambling harm. In addition, it was also identified that often there may be underlying causes for people gambling such as loneliness, depression, financial issues, needing a place to stay safe, and that there should be greater levels of support for these issues also. One relevant comment made was:

“I just think it’s awful that so many people say they - or people they know - hit the pokies for company. There should be far greater support for other means of community connection, making friends, keeping from being lonely etc.”

It was also indicated that most people thought that there was not enough public education about the consequences of gambling products for children or community members more generally, and that additional education occurring in schools would be beneficial.

What is local government’s role in preventing and minimising gambling related harm?

The Victorian Local Government Act 1989 requires councils to provide the best outcomes for the community, while having regard to the long-term cumulative effects of decisions. The City of Ballarat is also required to seek to protect, improve and promote health and wellbeing under the Victorian Public Health and Wellbeing Act 2008 and to apply the ‘precautionary principle’ to preventing and controlling public health risk.

Under the Planning and Environment Act 1987, there is a statutory responsibility for councils to consider the social and economic impacts of gaming machines in their municipality, under Clause 52.28 of the Victorian Planning Provisions. The Gambling Regulation Act 2003 enables local government to make submissions to the Victorian Commission for Gambling and Liquor (VCGLR) in the form of a social and economic impact assessment (SEIA) for potential new applications for EGMs within its municipality or a neighbouring municipality.

As the closest level of government to the community, local government is in a good position to understand the effects of gambling and to limit the negative impacts of gambling on their communities. As a result, the City of Ballarat undertakes roles as a planner and regulator, coordinator, advocate and educator and the Action Plan Framework below details the actions that Council will undertake to prevent gambling harm within the municipality.

Our strategic response

Policy principles

The Policy is founded on a public health approach to gambling-related harm. This approach acknowledges a shared responsibility for improving the health of population groups and subgroups rather than just the health of individuals. Two key principles underpin the public health approach to gambling-related harms:

1. A range of social, economic and environmental factors affect a person's mental and physical health and wellbeing.
2. It is important to implement an appropriate mix of actions with partners and the community to achieve improved health outcomes.

Our commitments

The City of Ballarat recognises that gambling is a recreational activity enjoyed by a large number of residents as well as visitors to the region. However, unlike many other recreational activities, gambling has the potential to generate negative social and economic impacts for the player, their family and friends and the wider community. There is a large body of evidence that demonstrates the adverse consequences which result from problem gambling, including financial loss, relationship breakdown, emotional or psychological distress, issues with work or study, criminal activity and reduced health and wellbeing.

Council adopts a public health approach to preventing and minimising gambling-related harms within the community by addressing the social, economic, physical and environmental determinants of these harms.

Council will consider each application for a gaming application for a new or varied gaming licence and a planning permit to install or use electronic gaming machines on merit, based on the potential socio-economic and health impacts of the proposal on the community in general and groups within the community at an elevated risk of gambling-related harms.

The City of Ballarat adopts the following policy commitments which reflect Council's statutory roles in preventing and addressing gambling-related harm in the community.

1. Council will fulfil its various statutory roles to create and maintain a safe gambling environment and aim to protect those most vulnerable to gambling-related harms.
2. Council will seek to reduce the harms associated with gambling.
3. Council will advocate in partnership with the community for systemic and legislative change to address gambling harm.
4. Council will take a whole of organisation approach to minimising harm, acknowledging that all our activities can contribute to minimising harm.
5. Council will support initiatives that seek to prevent and address gambling-related harms.

Action Plan Framework

The framework underpinning the Policy is founded on three primary priorities that reflect Council's statutory roles, namely: community partnerships; advocacy; and planning, regulation and enforcement. Each priority is supported by an objective and related Council activities.

City of Ballarat Gambling Harm Minimisation Policy Action Plan Framework

Goal		
To protect and promote the health and wellbeing of all City of Ballarat residents through the adoption of a public health approach to preventing gambling related harms.		
Policy commitments		
<ol style="list-style-type: none"> 1. Council will fulfil its various statutory roles to create and maintain a safe gambling environment and aim to protect those most vulnerable to gambling-related harms. 2. Council will seek to reduce the harms associated with gambling. 3. Council will advocate in partnership with the community for systemic and legislative change to address gambling harm. 4. Council will take a whole of organisation approach to minimising harm, acknowledging that all our activities can contribute to minimising harm. 5. Council will support initiatives that seek to prevent and address gambling-related harms. 		
Priorities		
Community Partnerships	Advocacy	Planning, regulation and enforcement
Objectives		
To work in partnership with relevant agencies and community to protect those at risk of gambling-related harms.	To advocate on behalf of the community on issues relating to the safety of the gambling environment.	To effectively manage gambling in the municipality through relevant provisions in the statutory, strategic and regulatory framework.
Council Activities		
Community Partnerships	Advocacy	Planning, regulation and enforcement
<ol style="list-style-type: none"> 1. Work in partnership to support relevant organisations, providers and agencies in their initiatives to increase access to services that address the impacts of gambling related harms. 2. Support and assist coordination of collaborative work within the municipality in advocating for harm minimisation approaches and improved community awareness of gambling harms. 3. Ensure that all council activities and events are held in non-gambling venues. 4. Support initiatives that reduce gaming operators' reliance on revenue from EGMs. 5. Support opportunities which increase non-gambling social, leisure, entertainment and recreation opportunities. 6. Maximise the opportunity for the community and relevant stakeholders to provide their input into Council's strategic, regulatory and decision-making processes relating to gaming applications. 	<ol style="list-style-type: none"> 7. Advocate to the Victorian Government for a reduction in the regional cap for Electronic Gaming Machines (currently 663 EGMS). 8. Advocate to government and peak bodies for effective reform of the gambling industry consistent with the Productivity Commission and the Alliance for Gambling Reform. 9. Support community, service providers and agencies in their efforts to advocate for necessary changes to the regulatory, statutory and strategic framework. 10. Research and access data on local gambling context and emerging needs to inform community awareness and advocacy, including online and sports betting. 11. Support advocacy efforts that increase transparency, efficiency and equity in the regulatory and decision-making processes. 12. Encourage all gaming venues and community settings to adopt gambling harm minimisation strategies. 	<ol style="list-style-type: none"> 13. Assess Gaming Machine applications, strategically seeking to reduce the number of EGM's in Ballarat, considering the location of the venue, and ensuring that vulnerable communities are protected. 14. Consider the potential social and economic impacts of applications for new or amended gaming licences or applications to install or use EGMs. 15. Discourage an increase in EGM density per 1,000 adults and EGM expenditure in vulnerable communities and neighbourhoods. 16. Make relevant amendments to the Ballarat Planning Scheme to strengthen Council's capacity to manage and influence the location and operation of EGMs in the municipality through the planning process, including the review of existing clauses 21.07-7, and 22.07, and updating the Schedule to Clause 52.28 Gaming. 17. Require that applications for planning permits to install or use EGMs, or new or amended gaming licences are accompanied by rigorous and transparent social and economic impact assessments.

Monitoring and review

The following outcomes may be used to monitor the effectiveness of the Policy:

- A reduction in the prevalence, incidence and extent of gambling-related harms in the community.
- The extent to which the Policy effectively informs Council's advocacy, strategic, statutory, regulatory and decision-making processes.
- The capacity for the Policy to effectively manage the location and operation of gambling and gaming premises.
- The availability of facilities and services that provide non-gambling social, leisure, entertainment and recreation activities and support those affected by gambling-related harms.

This Policy will be subject to review by June 2023.

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Appendices

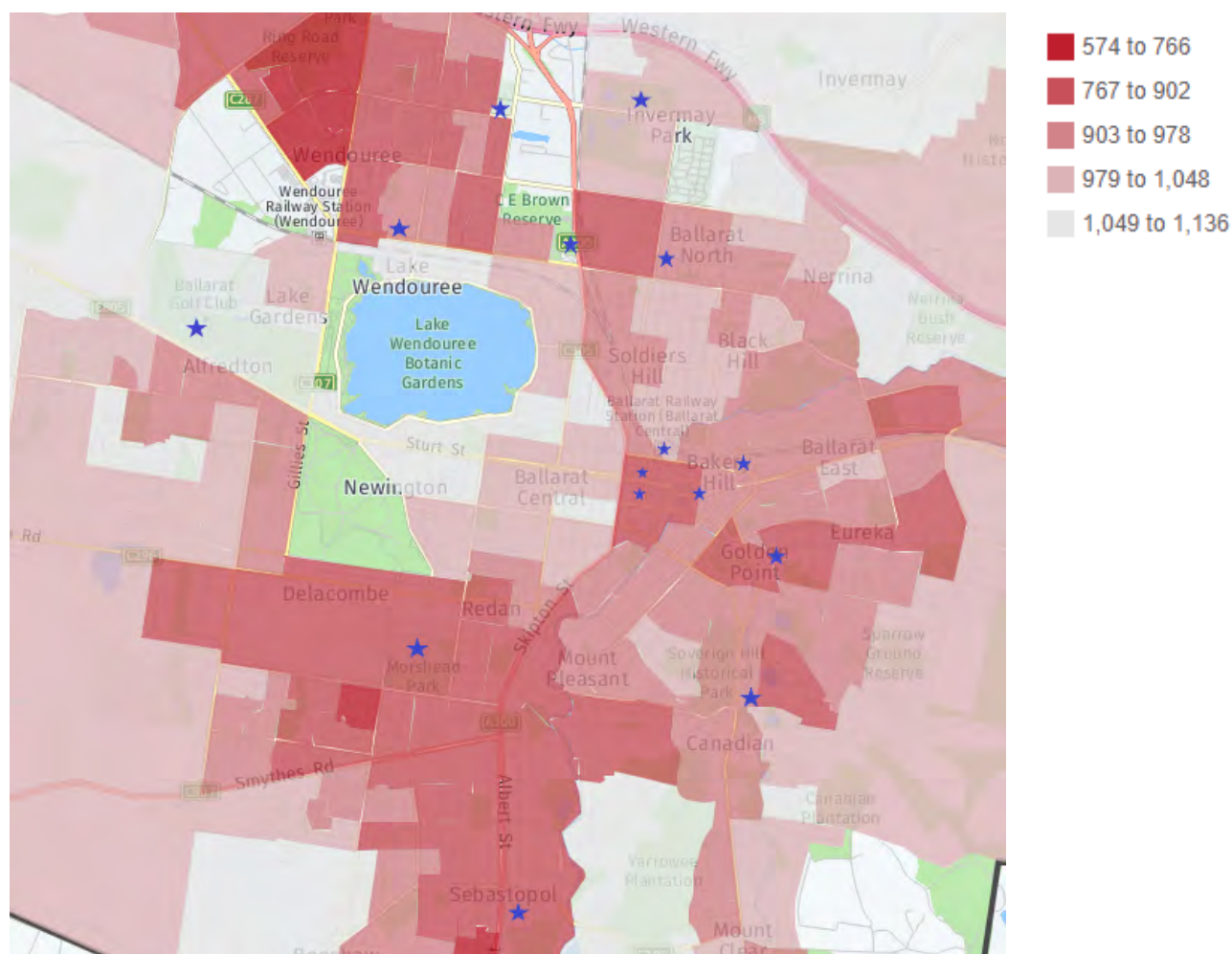
Appendix 1.

EGM Losses per Venue in City of Ballarat 2017/2018 (VCGLR) ¹³

Venue Name	Address	Attached Entitlements	Licenced EGM's	Net EGM expenditure 2017/2018
BALLARAT GOLF CLUB	1802 STURT STREET BALLARAT, 3350	34	34	\$3,468,213.00
BALLARAT LEAGUES CLUB	52 HUMFFRAY STREET NORTH BALLARAT VIC, 3350	54	54	\$3,468,213.00
BALLARAT & DISTRICT TROTTERING CLUB	BRAY RACEWAY, BELL STREET BALLARAT VIC, 3350	50	50	\$5,124,408.24
BLUE BELL HOTEL	1216 HOWITT STREET WENDOUREE VIC, 3355	40	48	\$5,541,929.24
CRAIG'S ROYAL HOTEL	10 LYDIARD STREET SOUTH BALLARAT VIC, 3350	45	45	\$4,798,566.79
GEORGE HOTEL	27 LYDIARD STREET NORTH BALLARAT VIC, 3350	28	42	\$1,310,824.71
GOLF HOUSE HOTEL	920 DOVETON STREET NORTH BALLARAT VIC, 3350	22	30	\$1,291,280.94
MIDLANDS GOLF CLUB	330 HEINZ LANE BALLARAT, 3350	32	32	\$997,178.99
NORTH BALLARAT SPORTS CLUB	CRESWICK ROAD BALLARAT VIC, 3350	70	70	\$5,094,468.48
RED LION HOTEL	217-221 MAIN ROAD BALLARAT VIC, 3350	54	54	\$3,974,517.56
ROBIN HOOD HOTEL	33 PEEL STREET NORTH BALLARAT, 3350	20	20	\$1,154,124.25
SEBASTOPOL BOWLING CLUB	213-219 ALBERT STREET SEBASTOPOL VIC, 3356	50	50	\$4,596,926.47
SPORTSPARK GAMING AND ENTERTAINMENT CENTRE	CNR GREVILLEA ROAD & DOWLING STREET WENDOUREE VIC, 3355	35	35	\$2,655,874.55
THE MINERS TAVERN NOTE: No longer in operation, although licences have not yet been sold.	118 -122 LYDIARD STREET NORTH BALLARAT, 3350	24	30	\$1,140,424.86
ZAGAME'S BALLARAT CLUB HOTEL	629 - 643 MAIN ROAD BALLARAT, 3350	105	105	\$12,532,146.65

Appendix 2

Location of EGM Venues in Ballarat overlaid with Index of Relative Socio-economic Advantage and Disadvantage (SEIFA), 2016. (Id. Profile and VCGLR)



The Index of Relative Socio-Economic Advantage/Disadvantage is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that broadly reflect disadvantage rather than measure specific aspects of disadvantage (e.g. Indigenous and Separated/Divorced). At the advantage end of the scale, households with high incomes, high education levels, large dwellings, high numbers of motor vehicles, spare bedrooms and professional occupations contribute to a higher score.

High scores on the Index of Relative Socio-Economic Advantage/Disadvantage occur when the area has many families with large houses, high incomes, low unemployment rates and professional occupations. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations, as well as children in households with jobless parents. Unlike the index of disadvantage, a high score on this index indicates both a lack of disadvantage and a high level of advantage, based on these attributes.

For Statistical Areas Level 1 (SA1s) across Australia, the average (population weighted) SEIFA score on the index of disadvantage is 1,000. Therefore, areas with an index above 1,000 are above the Australian average and so relatively less disadvantaged, while index figures below 1,000 indicate areas of relatively greater disadvantage when compared to the nation.

11.2. ADOPTION OF MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019- 2021

Division: Community Development
Director: Neville Ivey
Author/Position: Pete Appleton – Executive Manager Engaged Communities
Bill Cook – Municipal Emergency Manager

OFFICER RECOMMENDATION**Council resolves to:**

- 1. Endorse the City of Ballarat Municipal Emergency Management Plan 2019-2021.**
- 2. Submit the plan for audit to the Victorian State Emergency Service.**
- 3. Acknowledge the partnerships between Council and the Municipal Emergency Management Planning Committee members that contributed to the development of the new plan.**

EXECUTIVE SUMMARY

This report seeks Council's endorsement of a draft Municipal Emergency Management Plan (MEMP) prior to an audit by the Victorian State Emergency Service scheduled for September 2019. The draft 2019-2021 plan which details agreed prevention, response and recovery arrangements has been updated and approved by members of the City of Ballarat Municipal Emergency Management Planning Committee which includes representatives from Victoria Police, State Emergency Service (SES), Department of Health & Human Services, CFA, DELWP, Ambulance Victoria, Ballarat Base Hospital, Red Cross, Victorian Council of Churches, Ballarat Community Health and City of Ballarat.

RATIONALE

Council is required to prepare and maintain a Municipal Emergency Management Plan (MEMP) every 3 years as per the *Emergency Management Act 1986*. The draft plan details agreed prevention, response and recovery arrangements from emergencies that could occur in the City of Ballarat as identified in Part 4 of the *Emergency Management Act 1986*.

The broad objectives of the draft plan are to:

- Implement measures to prevent or reduce the causes or effects of emergencies;
- Detail arrangements for coordinating resources in response to emergencies;
- Manage support that may be provided to or from adjoining municipalities;
- Assist affected communities recover following an emergency; and
- Complement other local, regional and state planning arrangements.

Whilst the style and structure of the draft plan largely resembles previous versions, a number of key elements have been updated and improved as part of the review process. These include:

- Updated Municipal demographic profile;
- Review and update of Council's resource list;

- Update all internal and external stakeholder contact and distribution lists;
- Review all support arrangements provided by Council;
- Upgrade the Emergency Relief Centre locations and facilities; and
- Revise the list of emergency events that have occurred in the municipality.

Key Improvements in the plan:

- A new agreed process for formally recording and reporting on incidents;
- A new charitable donations sub-plan;
- A new checklist process for key nominated roles during incidents;
- A strengthened internal audit process for Emergency Relief Centres; and
- The introduction of new communication channels to disseminate community preparedness and recovery information.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- *Emergency Management Act 1986*
- Emergency Management Manual Victoria

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	Yes	Yes

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

Social/Cultural – The overall purpose of the new draft plan is to establish and maintain a high level of community resilience and build an ability to cope with emergencies. It also acknowledges that emergencies impact people’s lives in different ways and recognises that it can require integrated responses from several organisations.

Environmental/Sustainability – The new draft plan seeks to mitigate the impacts of scenarios for drought, heat stress, flood, fire, and extreme weather events by co-operating in joint planning with the agencies responsible for responding to these incidents.

Economic – Efficiently planning for and responding to emergency events seeks to mitigate economic disruption within the municipality.

Financial/Resources – There are no direct financial implications connected to the draft plan, however it should be noted that some positive financial implications exist from improvements made within the revised emergency management arrangements.

These include:

- A new process for charitable donations via a partnership with Bendigo Bank; and
- Strengthened opportunities for Council's to share resources across the Central Highlands region.

Risk Management:

1. Failure to provide an adopted Municipal Emergency Management Plan as part of the Victorian State Emergency Service audit would result in Council failing part of the audit process.
2. The new plan includes a significant component around risk via a Community Emergency Risk Assessment. The risk assessment was formally signed by all agencies at the Municipal Emergency Management Planning Committee meeting held on 7 February 2019.

Evaluation and Review – It is proposed that the plan will be formally audited by the Victorian State Emergency Service on 3 September 2019. After that, the plan will be reviewed by the Municipal Emergency Management Planning Committee on an annual basis.

CONSULTATION:

The development of the new draft plan has involved targeted stakeholder engagement with partner agencies on Municipal Emergency Management Planning Committee. These include Victoria Police, State Emergency Service (SES), Department of Health & Human Services, CFA, DELWP, Ambulance Victoria, Ballarat Base Hospital, Red Cross, Victorian Council of Churches, Ballarat Community Health and City of Ballarat.

The need for the development of a new draft plan and associated timeframes were discussed at the Municipal Emergency Management Planning Committee meeting on 7 February 2019.

Key proposed amendments to the new draft plan were discussed at a Municipal Emergency Management Planning Committee workshop on 27 March 2019.

The new draft plan was formally endorsed by the Municipal Emergency Management Planning Committee on 9 May 2019. The Committee also agreed to place the new draft plan on public exhibition prior to seeking Council's formal approval.

The new draft plan was advertised via Council's *My Say* page for comment throughout the month of May 2019. One submission was received from a community member who raised specific questions about how agencies respond to particular emergency events. The comments did not directly advocate for any specific amendments to the plan. In responding to the submission, officers have requested that the responsible agency provide a reply to the community member.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

ATTACHMENTS

1. MEMP 2019-2021 [**11.2.1** - 110 pages]

CITY OF BALLARAT



Sustaining growth. Strengthening communities.



Municipal Emergency Management Plan 2019-2021

**City of Ballarat
Municipal Emergency
Management**

25 Armstrong Street
BALLARAT VIC 3353
Phone: (03) 5320 5500
emadmin@ballarat.vic.gov.au

Municipal Emergency Management Plan 2019-2021

Forward

The economic and social effects of emergencies, including loss of life, destruction of property and dislocation of communities, are inevitable.

Coping with hazards is our reason and focus for planning. Hazards exist within all communities, whether they are recognised or not. Experience shows, however, that good planning for the use of resources in preventative (risk management) activities, in the response to emergencies and towards the recovery of affected communities and environments, can significantly lessen the harmful effects of those emergencies.

The City of Ballarat’s Municipal Emergency Management Plan (**MEMPlan**) has been produced pursuant to Section 20(1) of the Emergency Management Act 1986. This Plan addresses the prevention of, response to and recovery from, emergencies within the City of Ballarat. It is the result of the cooperative efforts of the Municipal Emergency Management Planning Committee (**MEMPC**) and recognises the previous planning activities of the municipal area.

Disclaimer:

No reader should act based on any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice.

The Councillors of City of Ballarat expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

Once this plan is in hardcopy it is an uncontrolled copy and may not be current

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 50	Issue Date August 2019	Review Due August 2021	Version 4.0
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Municipal Emergency Management Plan 2019-2021

Amendment Record

Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
01- 01/09/2010	Full Version	
7 September 2010 – [REDACTED] [REDACTED] (Email 6 September)	Contact List: <ul style="list-style-type: none"> Golden Plains MERO [REDACTED] Change Fire Services to CFA; and Include all City of Ballarat after hours on-call numbers. 	<ul style="list-style-type: none"> Part Seven, Page 5 Part Seven, Page 3 Part Seven, Page 2-3
7 September 2010 – [REDACTED] [REDACTED] (Email 3 September)	Contact List: <ul style="list-style-type: none"> Red Cross, update restructures. 	<ul style="list-style-type: none"> Part Seven, Page 8
7 September 2010 – (email from [REDACTED], cfa)	Distribution List: <ul style="list-style-type: none"> Change CFA from Region 15 to District 15; and Grampians Region Office/District 15 Headquarters (in address line). 	<ul style="list-style-type: none"> Part Two, Page 2
17 November 2010	Committee List: Include [REDACTED] as MFPO and change [REDACTED] phone numbers.	Part One, Page 9
17 November 2010	Multiple contact list updates.	Part Seven, Appendix 11
17 November 2010	Date change in table, page 5 Heading change to 'Vulnerable', page 6.	Part Two, Pages 5-6
17 November 2010	Influ Pan. Plan from in draft to approved	Part Seven, Appendix 6
8 December 2010	Delete [REDACTED], CHW, MEMPC member and add [REDACTED] as her replacement.	Part One Parts 7 - 11
8 December 2010	Change address details for Salvation Army, as per instructions from [REDACTED]	
20 December 2010	Change of CFA District 15 Duty Officer number to (03) 5329 5500.	Part Seven, Appendix 11, Page 3.
13 April 2011	Remove [REDACTED] from Distribution List; VC to advise replacement.	Part One, Distribution List Contact List
13 April 2011	Update Contact List	Contact List
13 April 2011	Remove [REDACTED], replace with [REDACTED].	Part One, Distribution List Contact List
13 April 2011	Remove [REDACTED] from Bus Routes – City and replace with [REDACTED].	Contact List
13 April 2011	Include mailing address for [REDACTED], BCH.	Distribution List

Municipal Emergency Management Plan 2019-2021



Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
8 June 2011	Appendix 11: <ul style="list-style-type: none"> Regional Duty Officer Grampians delete a/h number. Change of Name from Department of Education to Department of Education and Early Childhood Development; Add to [REDACTED] – Deputy ERP Officer; Add mobile ph. for [REDACTED] Delete [REDACTED]; Delete [REDACTED] as MERO, add [REDACTED] (also change contact ph. details); Lifeline, delete [REDACTED], replace with [REDACTED] and [REDACTED] Add [REDACTED] (Chair of the Municipal Fire Management Planning Committee) 	Page 1 Page 4 Page 4 Pages 3 and 7 Page 2 Page 6 Page 7
February 2012	Frequency of meetings.	Part One, Page 14
May 2012	Inclusion of designated MERO, Deputy MERO, MRM and Deputy MRM positions.	Part Three, Pages 8 - 9
May 2012	Removal of Recovery Duty Officers change the Planning Structure Diagram, Management Functional Structure diagram.	Part Three, Pages 6, 10 and 11
October 2012	Version Format restructure	Entire Plan
October 2013	Update Contact List	Part 7-11
October 2013	Update Distribution List	Part 7-10
October 2013	Update MEMPCCommittee listing	Part 1
11 November 2013	MEMP Index page v1 of v11 State Emergency Warning Signal – change to standard	
	Update title from Vulnerability to Vulnerable	Part 1, Index Part 2
	Update DSE & DPI to DEPI	Throughout the document
	Remove reference AS/NZS 4360:2004 and replace ISO 31000	Part 1, Section 1.6.5 Part 2, Section 2.1
	Remove reference [REDACTED]	Part 2, Section 2.1
	Update word Centre to Central	Part 2, 2.7.1
	Remove mention of sub-plans as part of Part 7	Part 3, Section 3.3
	Include appendix 13, list of agencies and vulnerable people	Part 7
	Remove table listing for Control & Support agencies and put refer to EMMV	Part 5, Section 4.1.3
	Remove wording high risk	Part 4, Section 4.3.3
	Reference Part 7, Appendix 14 guidelines for Emergency Response/Recovery Resource Procurement and Financial Arrangements	Part 4, Section 4.5.3

Municipal Emergency Management Plan 2019-2021

Date of Amendment/Person Requesting Amendment No.	Description	Page numbers amended
	Delete wording "A copy of the DHS transition document can be found in the Appendices"	Part 4, Section 4.5.7
	Remove reference to billing address	Part 4, Section 4.7.1
	Remove reference to Support Plans in Part 8, Appendix 6.	Part 5, Section 5.6.4
	Remove Contact details "listed as in Part 8 and update to Part 7, Appendix 11	Part 6, Section 6.3.4
	Update wording EMMAV to EMMV	Part 6, Section 6.4
	Remove wording (EHO)	Part 6, Section 6.5
	Update wording Rapid to Initial and acronym from RIA to IIA	Part 6, Section 6.6
	Update heading Impact and Needs Assessment to Post Impact Assessment	Part 6, Section 6.6
	Update to reflect recent events.	Part 2, Section 2.11
	Update wording from State to Standard	Part 4, Section 4.6.4 Part 4, Section 4.7.2
	Update naming of the next plan to 2014 to 2016	All plan
	Authority to issue SEWS is now the Incident Controller	Part 4, Section 4.7.2
	Insert diagram Incident Strategy and update wording for Command	Part 4, section 4.1.1
	Insert National Recovery Management Principals	Part 5, Section 5.2
	Insert Recovery Management Objectives	Part 5, Section 5.3
	Insert Dimensions of Recovery Planning	Part 5, Section 5.6
	Insert update Recovery Management Structure	Part 5, Section 5.7
	Insert Community Recovery Committee	Part 5, Section 5.7.10
	Insert Recovery trigger points	Part 5, Section 5.9.10
9 July 2014	Update City of Ballarat Logo	Throughout the document
2015/2016	Update contact list	Throughout the document
2017-2018	Completely updated Part 5 Relief & Recovery Amended content and amended reference to part 5 throughout entire plan	Whole Part
February 2019	Review and Update acronyms and contact list Update Committee List Update demographics	Throughout the document

Contents

Forward	i
Amendment Record	ii
Contents	v

Part One: Introductory Information

Municipal Emergency Management Planning Committee	2
Municipal Endorsement	3
Audit Report	4
1.1 Mission	5
1.2 Goals	5
1.3 Objections	5
1.4 Strategies	5
1.5 Purpose of the MEMPlan	6
1.6 Maintenance of the MEMPlan	6

Part Two: Emergency Risk Management

2. Introduction	3
2.1 Municipal Community Emergency Risk Assessment Process	3
2.2 Emergency Risk Assessment	3
2.3 City of Ballarat Profile	3
2.4 Community Profiling and Forecasting	4
2.5 Cultural Diversity	6
2.6 Vulnerable Communities	6
2.7 Topography and Geology	6
2.8 Infrastructure	7
2.9 Industries	8
2.10 Climate	9
2.11 History of Emergencies	9
2.12 Major Events	11

Part Three: Emergency Planning Arrangements

3. Introduction	3
3.1 Municipal Emergency Management Functions	3
3.2 Municipal Emergency Management Planning Committee	3
3.3 Specialist Committees/Working and Reference Groups	5
3.4 Municipal Emergency Management Roles	9
3.5 Emergency Facilities and Locations	12

Part Four: Emergency Response Arrangements

4. Introduction	2
4.1 Response Management Arrangements	3
4.2 Support and Support Agencies	9
4.3 Levels of Emergency Response	9
4.4 Resource Management at a Municipal Level	9
4.5 Public Information	13
4.6 Emergency Warning Systems	15
4.7 Briefings	16

Part One: Introductory Information

Page vii of vii

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 54	Issue Date August 2019	Review Due August 2021	Version 4.0
--	---------------------	---------------------------	---------------------------	----------------

4.8 Debriefing Arrangements	16
-----------------------------	----

Part Five: Emergency Recovery

5. Introduction	4
5.1 Recovery Management Principals	4
5.2 National Recovery Management Principles	5
5.3 Key References	5
5.4 Key Recovery Planning Considerations	5
5.5 Dimensions of Recovery Planning	7
5.6 Recovery Management Structure	9
5.7 Municipal Recovery Process	11
5.8 Activation Process	11
5.9 Event Recovery Committees	19
5.10 Role of Department of Health and Human Services in Recovery	21
5.11 Supply of Good/Services	22
5.12 Victorian Government Post Emergency Financial Assistance Measures	22
5.13 The Role of Local Agencies	22

Part Six: Support Arrangements

6. Introduction	4
6.1 Vulnerable Persons Register and Facilities with People at Risk	4
6.2 Evacuation	4
6.3 Emergency Relief	5
6.4 Communications	6
6.5 Public Health and Medical	7
6.6 Post Impact Assessment	9

Part Seven: Appendices

Appendix 1(a): Maps	
Appendix 1(b): Maps	
Appendix 2: Risk Treatments	
Appendix 3: Demographic Profile	
Appendix 4: Agenda Template	
Appendix 5(a): MECC Operational Procedure	
Appendix 5(b): MECC Set Up Map	
Appendix 5(c): MECC Operation Structure	
Appendix 6: Special Plans and Arrangements	
Appendix 7: Emergency Relief Centres	
Appendix 8: Neighbourhood Safer Places	
Appendix 9: Glossary of Terms/Abbreviations	
Appendix 10: Distribution List	
Appendix 11: Contact Directory	
Appendix 12: Bibliography	
Appendix 13: List of Agencies and Vulnerable People	
Appendix 14: Guidelines for Emergency Response/Recovery Resource Procurement and Financial Arrangements	

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 55	Issue Date August 2019	Review Due August 2021	Version 4.0
--	---------------------	---------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Part One: Introductory Information



Municipal Emergency Management Planning Committee

The Municipal Emergency Management Planning Committee (**MEMPC**) will vary from time to time depending on need, but the following are regular members of the MEMPC.

Contact details for MEMPC can be found in Part 7 – Appendix 11: Contact Directory.

City of Ballarat	Agencies	
MEMPC Chair, Municipal Emergency Manager (MEM) or Delegate	Australian Red Cross Victoria	Field Emergency Medical Officer
Municipal Emergency Resource Officer & Deputies (MERO)	Department of Health and Human Services	CFA Operations Manager, Region 15
Municipal Recovery Manager & Deputies (MRM)	Department of Education and Training	CFA Commander
Municipal Fire Prevention Officer (MFPO)	Ballarat Health Services	Victoria State Emergency Service (VicSES) - Regional
Councillor	Central Highlands Water	VicSES Representative
City of Ballarat Airport Manager (Deputy MERO)	Communications Sub-Plan (WICEN)	Municipal Emergency Response Coordinator (MERC) (VicPol)
Manager Environmental Health (EHO)	Department of Environment, Land, Water & Planning (DELWP)	Deputy MERC (VicPol)
	Department of Jobs, Precincts and Regions (DJPR)	Ambulance Victoria
		VicRoads

Municipal Emergency Management Plan 2019-2021

Municipal Endorsement

This plan has been produced by and with the authority of the City of Ballarat pursuant to Section 20(1) of the Emergency Management Act 1986.

The City of Ballarat understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

This plan is a result of the cooperative efforts of the planning committee after consultation with those agencies and organisations identified therein.

We the undersigned representatives of the City of Ballarat have read and adopted the attached Municipal Emergency Management Plan.

This plan was endorsed through a formal motion by the Municipal Emergency Management Planning Committee for which the Chair of the committee will sign on behalf of all members of the committee.

Signed: _____ Date: _____

Name: _____
 Mayor – City of Ballarat

Signed: _____ Date: _____

Name: _____
 Chief Executive Officer – City of Ballarat

Signed: _____ Date: _____

Name: _____
 Municipal Emergency Manager – City of Ballarat

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 58	Issue Date: August 2019	Review Due: August 2019	Version: 4.0
--	---------------------	----------------------------	----------------------------	-----------------

Audit Report



Part One – Introductory Information

1.1 Mission

The aim of the Municipal Emergency Management Plan (**MEMPlan**) is to establish and maintain a community with a high degree of resilience and the ability to cope with emergencies that are likely to impact on the City of Ballarat. This will be achieved by risk minimisation, by creating an informed and pro-active community, and the establishment of processes and arrangements to ensure the appropriate and efficient response to, and recovery from, emergencies.

1.2 Goals

- Gain a better understanding of the community and the environment;
- Reduce risks in the municipal district;
- Improve community resilience and self-reliance;
- Achieve more productive partnerships between community safety stakeholders;
- Achieve better integration of various community safety and wellbeing programs;
- Alleviate the consequences of emergency events on the community; and
- Contribute to the management of emergency events.

1.3 Objectives

- Prepare and maintain a Municipal Emergency Management Plan;
- Identify, treat and evaluate potential risks that do and/or could impact on the Ballarat community;
- Implement measures to prevent or reduce the likelihood or consequences of those emergencies;
- Manage arrangements for the utilisation and implementation of municipal resources (being resources owned by or under the direct control of the municipal council) and other resources available for use in prevention, preparedness, response and recovery to emergencies;
- Develop and administer programs that reduce the community’s vulnerability and increase its capacity for resilience and self-reliance;
- Manage support services that may be provided to, or from, adjoining municipalities;
- Assist the affected community to recover following an emergency; and
- Complement other Local, Regional and State planning arrangements.

1.4 Strategies

- Undertake the Municipal Emergency Management Planning process;
- Appoint a MEMPC, develop a MEMPlan and appoint a Municipal Emergency Resources Officer (**MERO**), as specified under the Emergency Management Act 1986. The City also appoints a Municipal Emergency Manager (**MEM**) and a Municipal Recovery Manager (**MRM**);
- A Municipal Fire Prevention Officer (**MFPO**) is also appointed under the Country Fire Authority Act 1958;

Municipal Emergency Management Plan 2019-2021

- Undertake a Community Emergency Risk Management (**CERA**) assessment on a 3-year cycle or as new risks come to light;
- Identify centres/areas suitable for Municipal Emergency Operation Centres (**MEOC**), Emergency Relief Centres and Recovery Centres (**ERC**);
- Develop initiatives for including the community in the process;
- Support prevention and public awareness programs within the municipality; and
- Prepare risk-specific sub-plans when required.

1.5 Purpose of the MEMPlan

The purpose of this Plan is to bring together in an integrated organisational network, the resources of the many agencies and individuals, who can take appropriate and timely action to prevent or mitigate, respond to and recover from emergencies. It accepts that emergencies touch people's lives in different ways and recognises that there is not and cannot be a single organisation that is solely and totally responsible for dealing with all aspects of emergencies.

1.6 Maintenance of the MEMPlan

1.6.1 Authority

The MEMPlan is developed by the City of Ballarat MEMPC, which is formed under the authority of the City of Ballarat pursuant to the requirements of Part Four, Section 21 of the Emergency Management Act 1986.

The MEMPlan is administered by the MEM. Please address all enquiries to:

emadmin@ballarat.vic.gov.au

or

Municipal Emergency Manager
City of Ballarat
PO Box 655
Ballarat VIC 3353

1.6.2 Audit

The City of Ballarat, pursuant to Section 21A of the Emergency Management Act 1986, will submit the MEMPlan to the Victoria State Emergency Service for audit. The purpose of the audit is to ensure the development of high quality MEMPlans.

Council will respond to all requests resulting from the audit as required.

This MEMPlan will be subject to audit every three (3) years.

1.6.3 Plan Review

The overall MEMPlan will be reviewed annually or after an emergency where the MEMPlan has been utilised. Organisations and departments delegated with responsibilities in this MEMPlan are required to notify the MEM of any changes.

Council will check all contact numbers and names contained within the various Parts of the MEMPlan biannually. The MERO and the MEM will ensure that these biannual checks/updates are completed.

A major review will be undertaken by a Working Group made up of members of the MEMPC prior to the regulated audit of the MEMPlan (every three years). A major CERA review will coincide with the major MEMPlan Review. This process is

Municipal Emergency Management Plan 2019-2021

instrumental in identifying emergency risks that do and could impact on the City of Ballarat.

It is the responsibility of the MEM to ensure that all facets of the MEMPlan, including terminology, are updated on a regular basis. Minutes of meetings will be taken and kept on record.

Any amendments will be produced and distributed by the City of Ballarat as required, and agencies, as identified on the distribution list, are required to acknowledge receipt of the amendments. A complete redistribution of the MEMPlan will be at the conclusion of the major review and copies (in hard copy, electronic or on USB) will be forwarded to those organisations/persons listed in the distribution list. Refer to Appendix 10 in “Part Seven: Appendices” of the MEMPlan.

1.6.4 Testing

The emergency management arrangements listed in the Emergency Management Manual Victoria (**EMMV**) require MEMPlans to be exercised at least annually. Exercises are to test the arrangements set out in the MEMPlan. The City of Ballarat, in partnership with the MEMPC, plans and implements the annual testing exercise. Each exercise tests the MEMPlans capacity in a range of emergency situations specific to the City of Ballarat. This is included as a regular agenda item at the MEMPC’s meetings and is minuted accordingly. Any procedural anomalies or shortfalls encountered during these exercises, or ensuing operations, are addressed and rectified at the earliest opportunity.

1.6.5 Threats

A CERA process using the generic guidelines of the Risk Management Standards AS/NZS ISO 31000 and ASNZ31000:2009 has been undertaken to identify perceived threats to the municipality by the MEMPC. This process is not intended to exclude any form of emergency and, to this end this document has adopted a flexible “all hazards approach.” A summary of the CERA and its findings is in the Risk Management Information section of the MEMPlan.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 62	Issue Date: August 2019	Review Due: August 2021	Version: 4.0
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Municipal Emergency Management Plan 2019-2021

Part Two: Emergency Risk Management



Municipal Emergency Management Plan 2019-2021

Contents

Part Two: Emergency Risk Management	3
2. Introduction	3
2.1 Municipal Community Emergency Risk Assessment Process	3
2.2 Emergency Risk Assessment	3
2.3 City of Ballarat Profile	3
2.4 Community Profiling and Forecasting	4
2.5 Cultural Diversity	6
2.6 Vulnerable Communities.....	6
2.7 Topography and Geology	6
2.7.1 Waterways	7
2.8 Infrastructure	7
2.9 Industries	8
2.10 Climate	9
2.11 History of Emergencies.....	9
2.12 Major Events.....	11

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 64	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Part Two: Emergency Risk Management

2. Introduction

The City of Ballarat recognises it has a key role in prevention and mitigation activities to reduce the risk or minimise the effects of emergencies that may occur in the area. Council's enforcement and ongoing review of existing policies in land use, building codes and regulations, and urban planning, along with the efforts of the various agencies responsible for prevention activities throughout the community, combine to ensure that all possible measures are in place to reduce the likelihood of emergencies. The Municipal Emergency Management Planning Committee (**MEMPC**) also plays a role in prevention by identifying potential hazard areas.

2.1 Municipal Community Emergency Risk Assessment Process

To complement the emergency management process and as a means of minimising or eliminating risks within the municipality, the MEMP Committee completed an initial assessment and subsequent reviews to identify existing and potential risks. The Committee has conducted a Community Emergency Risk Management (**CERA**) study of all perceived risks to the municipality. The process adopted a flexible ALL HAZARDS APPROACH which is supported by the MEMP Committee.

During the review of this Plan, a community risk management process was conducted (based on the ISO 31000 Risk Management Standards), which was facilitated by the Victoria State Emergency Service (**VicSES**). It addressed context, community profile and vulnerable elements, as well as risk identification, analysis and rating, and resulted in a range of suggested treatment options for each risk.

Organisations that have been involved in this process include:

ORGANISATION	
City of Ballarat – Municipal Emergency Manager	City of Ballarat – Environmental Health Officer
City of Ballarat – Municipal Emergency Resource Officer (MERO)	Victoria Police (VicPol) – Municipal Emergency Response Coordinator (MERC)
VicSES Regional Officer	Department of Health & Human Services
City of Ballarat – Municipal Fire Prevention Officer	Department of Jobs, Precincts and Regions (DJPR)
Ballarat Health Services	Ambulance Victoria
Country Fire Authority (CFA)	Red Cross

2.2 Emergency Risk Assessment

Risks that rated high or extreme are listed in the following table in no particular order:

Bushfire – Large Regional	Fire - Residential
Storm	Transport Incident – Aircraft
Fire – Industrial	Extreme Temperatures - Heatwave
Flood - Moderate	

A copy of the CERA Dashboard detailing these risks is contained in Part 7 - Appendix 2 of this Plan.

2.3 City of Ballarat Profile

The municipal district of the City of Ballarat is part of an area of land under the traditional custodianship of the Wathawurrung people. It comprises of the Ballarat urban area, which is one of Australia's largest inland cities and the third largest city in Victoria, and

the townships of Learmonth, Buninyong, Miners Rest and Cardigan Village. In all, the City of Ballarat covers an area of 740 square kilometers and has an estimated resident population of 105,438 at June 2017.

The City is located in western Victoria and is surrounded by the local government areas of Hepburn, Pyrenees, Golden Plains and Moorabool. Strategically located in the Central Highlands Region of Victoria, Ballarat is approximately 110km north-west of Melbourne, the State capital. Travel time between Ballarat and Melbourne is around 75 minutes, and less to Tullamarine International Airport.

2.4 Community Profiling and Forecasting

The 2016 Census showed the estimated resident population for the Ballarat local government area to be 103,500; 48% of the population are males and 52% are females. By 2026, the population is expected to increase to 123,808 persons.

In 2016, population distribution for the urban and rural areas of Ballarat was as follows:

Township	Population	Average household size
Alfredton	9405	2.75
Ballarat Central / Bakery Hill / Lake Wendouree (South) / Newington	9685	2.24
Ballarat East / Eureka / Warrenheip	5585	2.16
Ballarat North / Invermay Park	5820	2.36
Bonshaw / Smythes Creek	493	2.88
Buninyong / Rural South	4616	2.74
Cardigan / Lucas / Bunkers Hill	2089	3.16
Delacombe	6394	2.58
Golden Point / Mt Pleasant / Canadian	8034	2.38
Lake Wendouree (North) / Lake Gardens	2537	2.27
Miners Rest / Mitchell Park	4439	2.86
Mount Clear / Mount Helen	6452	2.67
Rural East	2451	3.07
Rural West	2182	2.58
Sebastopol / Redan	13170	2.17
Soldiers Hill / Black Hill / Nerrina (South) / Brown Hill (West)	9449	2.29
Wendouree	10605	2.15

(Source: Forecast of Ballarat from ABS 2016 Census)

The City of Ballarat population by age cohorts is as follows:

Age group	Estimated 2018 [#]	Percentage	Estimated 2028 [#]	Percentage
0-4	7167	6.7	8152	6.4
5-9	7255	6.7	8494	6.6
10-14	6904	6.4	8432	6.6
15-19	7215	6.7	8976	7.0
20-24	7715	7.2	8569	6.7
25-29	7399	6.9	7834	6.1
30-34	6904	6.4	7854	6.1
35-39	6738	6.3	8211	6.4
40-44	6513	6.1	8316	6.5
45-49	6858	6.4	8104	6.3
50-54	6364	5.9	7579	5.9
55-59	6493	6.0	7349	5.8
60-64	6044	5.6	6728	5.3
65-69	5490	5.1	6484	5.1
70-74	4655	4.3	5766	4.5
75-79	3299	3.1	4759	3.7
80-84	2344	2.2	3415	2.7
85 and over	2289	2.1	2737	2.1

(Source: Forecast id Ballarat)

2.5 Cultural Diversity

2.5.1 Language

88.5% of the population speaks English only and 5.3% speak a language other than English, compared with 86.6% and 6.0% respectively for Regional Victoria.

The primary language spoken at home other than English, in the City of Ballarat was Mandarin, with 0.8% of the population, or 854 people using this language.

Other languages spoken at home included Filipino / Tagalog (301 people), Punjabi (246), Malayalam (234), Hindi (222), Italian (218), Dutch (167), Cantonese (165), German (165) and Arabic (155).

2.5.2 Religions

The top religions in the City of Ballarat, as identified by the 2011 Census were: Catholic (24.3%), Anglican (10.6%), Uniting Church (6.8%), Presbyterian and Reformed Church (2.8%).

In the 2016 Census, 37.2% of people in Ballarat said they had “no religion”.

2.6 Vulnerable Communities

Vulnerable persons within the City of Ballarat are identified as:

- Older age persons, especially people over 65 years of age who are frail, as well as those living on their own who are socially isolated or in a care home;
- Infants, babies and young children (especially 0-1-year old’s, but vulnerability exists until at least four years of age);
- People with pre-existing medical conditions, particularly cardiovascular, respiratory or renal disease;
- Socially isolated members of the community;
- Community members who live in houses of poor design;
- People of low socio-economic status;
- People who are taking certain types of medications;
- Cultural and indigenous communities; and
- Tourists – day visitors, as well as overnight and overseas visitors.

2.7 Topography and Geology

The Municipality’s topography and natural environment is rich and varied, and features rolling hills, granite outcrops, heavily forested areas and numerous water bodies. The urban settlement patterns offer a diversity of living environments, including small villages and country towns, as well as the main cityscape of central Ballarat, which includes heritage architecture of national significance and international interest.

The City of Ballarat lies within a gently undulating section of the midland plains, which stretches from Creswick in the north to Rokewood in the south; and from Lal Lal in the

south-east to Pittong in the west. These plains are a mix of alluvial sediments and volcanic soils, much of which is suitable for agriculture.

The region has a variety of landscape types, namely:

- North-south ranges - This landscape is of Ordovician origin (448-443 mya) and features relatively poor and stony soils. It encompasses major blocks of public land, nearly all uncleared private land and most indigenous roadside vegetation.
- Basalt plains - This generally flat to undulating landscape is dominated by volcanic cones and comprises high quality agricultural land. Most native vegetation has been cleared. Significant features include Lakes Burrumbeet and Learmonth, and Cockpit Lagoon.
- Undulating volcanic - Significant features include Mount Buninyong and Mount Warrenheip, the Bungal (Lal Lal) and Moorabool Dams, and Lal Lal Falls in adjoining Moorabool Shire. This landscape is characterised by high to very high-quality agricultural land and, consequently, it has been extensively cleared. The remaining indigenous vegetation forms valuable corridors between more substantially forested areas.
- Granite outcrops - Granitic Mount Beckworth (just over the border in Hepburn Shire) and Mount Bolton, are remnants of a land surface older than the lava flows and protrude through the plains as prominent vegetated landscape features, contrasting with the denuded landscape around them.

2.7.1 Waterways

The City of Ballarat is also situated within the upper-reaches of three major river basins. These are known as the Barwon, Hopkins and Loddon River catchments, which are managed by the Corangamite, Glenelg Hopkins and North Central Catchment Management Authorities respectively. These water courses flow into the ocean at Barwon Heads, Warrnambool and Goolwa in South Australia (via the Murray River) respectively.

There are a number of reservoirs within the municipality, the largest being the White Swan Reservoir to the north-east of the City.

Three major lakes lie within the City's municipal boundary. Lake Burrumbeet and Lake Learmonth are in rural areas, while Lake Wendouree, in urban Ballarat is a major local tourist attraction.

2.8 Infrastructure

2.8.1 Transport Infrastructure and Roads

Ballarat is in an important strategic position at the centre of some of Victoria's most important freight, tourist and commuter transport routes. The four main highways radiating from Ballarat - the Western, Midland, Glenelg and Sunraysia Highways - connect the city to major industrial centres such as Melbourne, Adelaide, Geelong and Portland; regional centres such as Bendigo and Mildura; and the Mallee and Wimmera agricultural areas.

Ballarat has a well-developed transport network with a hierarchy of roads providing for the local, intra- and inter-state movement of people and freight. As Ballarat grows, this road hierarchy will need to expand and adapt to fully service new urban areas and ensure that existing roads can accommodate the anticipated increase in traffic movements. Ballarat has a public transport network connecting all residential areas of the city through the Central Business District. Like the road hierarchy, the public transport network will need to expand and adapt to meet the changing needs of the increasing Ballarat population.

Transport improvements are fuelling increased levels of population growth in areas between Melbourne and Ballarat. The Ballarat population is expected to grow by over 12,000 people by 2020.

2.8.2 Rail and Bus Transport Network

As Ballarat is a central inland city, it provides a regional hub for the State’s bus and rail transport network. Melbourne International Airport and the ports of Melbourne and Geelong are also each within one and a half hour’s travel time.

2.8.3 Aerodrome

The Ballarat Aerodrome is located on the north-western fringe of Ballarat, approximately 7kms from the Central Business District and it is conveniently located close to the Western Freeway.

The surrounding area is predominantly vacant land except for a residential development to the north-east of the Aerodrome. The predominant land use on abutting developments is industrial to the east (Wendouree Industrial Estate) and to the south (Ring Road precinct), with rural residential development to the west.

2.9 Industries

Ballarat has traditionally prospered on mineral and agricultural-based resources; however, this has changed over the years to the point where manufacturing, tourism, health and community services, education and retailing are now the key industries in the city. These industries, along with the banking and finance sector, and government services, are strengthening Ballarat’s role as a regional service provider.

Victoria is experiencing strong growth in the information and communication technologies industry. While Melbourne is becoming the centre for managerial functions in the industry, data processing services and some research and development facilities are dispersing to regional centres such as Ballarat. Partnerships developed with the Ballarat Technology Park and Federation University are helping Ballarat develop into a knowledge-based city.

The information technology sector is emerging as a significant industry within the region. The municipality hosts a modern communications network that provides easy data exchange worldwide. Strategic partnerships with the locally growing information technology sector and tertiary institutions are adding to Ballarat’s increasing importance as a knowledge centre within Victoria. Ballarat is also developing as a technology hub through which the percentage of Ballarat homes that are online and the number of business transactions undertaken by e-commerce will increase.

The municipality incorporates land which is part of a broader high-quality farming area. The agricultural sector contributes \$94M to the economy of the City of Ballarat according to the Economic Program 2015-2018. Ballarat is also home to almost 200 manufacturing businesses, which produce a wide range of products for local and international markets.

Ballarat is one of Victoria’s premier tourist destinations, attracting visitors for our gold and architectural heritage, parks and gardens, art and cultural activities and as a gateway to Western Victoria. Approximately 1.8 million domestic day trip visitors come to Ballarat each year, contributing \$139 million to the local economy. Of the 1.1 million overseas visitors that come to Victoria annually at least 13% visit Ballarat. Overall, 4.8 million day trippers and 2.2 million overnight visitors toured the Goldfields region (of which Ballarat is a part) in 2000.

Ballarat is a major regional retail centre, with approximately 186,000m of retail floor space. This figure is expected to increase to 232,930m by 2021.

Ballarat is well known for its schools and hospitals which service a wide area. Its recreation facilities are also an important community asset. Ballarat businesses offer a

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	70	Issue Date: August 2019	Review Due: August 2021	Version 4.0
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broad range of products which cater to the needs of both urban and rural communities. It has a diverse range of community groups, service clubs, sporting clubs and arts-based societies and groups, which cater for the full spectrum of activities and interests. Major events such as the Begonia Festival, the Royal South Street Eisteddfod and sporting events involve both local people and participants from the wider region.

Natural resource management is a key issue for the municipality, as the economic and social wellbeing of the region is dependent on the sustainable management of natural resources. This is particularly important given the location of the municipality within a region that is highly dependent on natural resources for economic and social wellbeing.

2.10 Climate

Ballarat has a temperate climate with four seasons. Because of its elevation at 450m above sea level, mean monthly temperatures tend to be, on average, 2-3 degrees below those for Melbourne. The mean daily maximum temperature for January is 25.1°C, while for July it is 10.1°C. The mean annual maximum temperature is 17.4°C and the mean annual minimum temperature is 7.1°C. The City has a mean annual rainfall of 691.6mm, with the wettest months being May (63.9mm), June (62.7mm), July (66.4mm), August (74.3mm), September (71.0mm) and October (66.2mm) (BoM website: http://www.bom.gov.au/climate/averages/tables/cw_089002.shtml as at November 2015).

2.11 History of Emergencies

2.11.1 Extreme Weather Events

Extreme weather events in the past have included:

- January 2013 - Wind storm impacts on properties within Ballarat North and Ballarat East with a number of properties damaged;
- November 2012 – Major wind storm causing significant damage to property, infrastructure and the natural environment. Impacted areas - Cardigan Village, Bunkers Hill, Delacombe, Sebastopol, Mt Clear, Mt Helen and Buninyong;
- June 2010 – Major wind storm with significant impact to the suburbs of Delacombe and Sebastopol, damaging 69 homes;
- The city recorded its hottest day on record, when the temperature reached 44.1°C (111.4°F) on the 7th of February 2009 during the 2009 heat wave affecting south-eastern Australia. This temperature exceeded the previous record by 2.1 °C;
- In 2008, a red dust storm shrouded the city in dust and reduced visibility to just 20m. The storm was blamed for at least one three-car pile-up. The Bureau of Meteorology said it was the worst dust storm since the day of the horrific Ash Wednesday bushfires in February 1983;
- Between 2000 and 2010 - a prolonged drought caused Lake Wendouree to dry up completely in 2006, not reaching full capacity again until 2011, during this time 3 fires occurred on the dry lake bed;
- In 1989, a hail storm hit Ballarat causing \$24 million in damages; and
- Between 1905 and 1907, Ballarat experienced a series of winter storms which blanketed the city with snow.

2.11.2 Fire

Past fire events have included:

- April 2019 – 22 Ha Crown Land in Mt Clear. One house destroyed, the fire burnt in a similar area as the 2009 fire.
- March 2019 – 138 Ha bushfire in Bunkers Hill. Two houses, numerous sheds and Kilometres of fencing destroyed, some poultry and dogs perished.
- December 2018 – 26 Ha bushfire in Nash’s Road Buninyong. One shed and a significant amount of fencing lost. This fire was approximately 2 to 3 kilometres from the 2015 Scotsburn fire.
- February 2016 – 1203 Ha were burnt in a bushfire in the Mt Bolton area. One home was destroyed along with approximately 15 other buildings including sheds.
- December 2015 – A fire in the Scotsburn area burnt 4570 ha across the City of Ballarat & Moorabool Shire. In the City of Ballarat 3 homes were destroyed and 2 were damaged. Approximately 16 sheds were destroyed along with many km’s of fencing;
- December 2009 – a 32 ha fire burnt through the pine plantation at Mt Clear, resulting in one resident losing his primary residence (a caravan); and
- 1997 and 2000 - Ballarat experienced bush and grass fires.

2.11.3 Flood

Flood events have included:

- February 2012 – Flash flooding in Alfredton, Delacombe, Wendouree and across the urban sector of the Municipality;
- September 2011 – Flash flooding in the CBD near the Town Hall;
- February 2011 – Riverine and Flash Floods in Miners Rest, Delacombe, Alfredton, Burrumbeet, Learmonth and across the urban sector of the Municipality;
- January 2011 – Riverine and Flash Floods in Miners Rest, Delacombe, Alfredton, Burrumbeet, Learmonth and across the urban sector of the Municipality. Landslips and flooding in the Mount Bolton area in the north of the municipality;
- September 2010 - Flash Floods in the Burrumbeet Creek Catchment, specifically in the Miners Rest Area as well as the Winter Creek Catchment, specifically in the vicinity of the Bonshaw Creek, Delacombe;
- 1991 - Flooding impacted Ballarat. The flood and storm water damaged occurred to homes and businesses. At the time this was the largest recent flood event for the Gnarr Creek system of Ballarat with the Lydiard St district being the most severely impacted;
- Flash flooding such as that which occurred in 1988, 1989 and 1991 caused significant inundation of the Central Business District;
- 1933 - Yarrowee River flooded causing extensive flooding in Ballarat East; and
- 1869 - a serious flood of the Yarrowee River put most of the lower section of the city including Bridge and Grenville Streets underwater.

2.11.4 Mines

Mine incidents in the City have included:

- December 2008 – a mine worker was killed in an accident at the Ballarat Goldmine. Council arranged counselling for mine workers;
- November 2007 – a shaft collapsed, trapping 27 miners underground at the Ballarat Goldmine. All were rescued without incident later that morning; and
- 2007 – a disused mine shaft collapsed in the backyard of a residence in Ballarat East.

2.11.5 Other

Other incidents affecting the municipality have included:

In 1998, the Longford Gas Plant accident led to a gas supply crisis in Victoria. The disaster severely disrupted Victoria's domestic, commercial and industrial gas supplies for a fortnight. Gas supplies had been disrupted in June of the same year when an ice plug disrupted normal services at the Longford plant.

2.12 Major Events

The City of Ballarat holds numerous major events and markets throughout the year which attract large numbers of locals and tourists. One of the important roles that Council will undertake during an emergency event is cancelling large public events/gatherings, based on advice from the appropriate Control Agency and in consultation with the MERC.

The major events held within the municipality are listed in the table below to assist the process of cancellation and information dissemination to event organisers if required.

Event	Location	Date
Cycling Australia National Road Championships	Ballarat Central, Buninyong	January
Summer Sundays	Lake Wendouree	All January
Ballarat Beer Festival	Lake Wendouree	January
Australia Day Celebrations	Lake Wendouree	26 January
Ballarat Rotary Swap Meet	Ballarat Airport	February
Harmony Festival	Alfred Deakin Place	February / March
White Night	Ballarat CBD	March
Ballarat Begonia Festival	Ballarat Botanical Gardens	March
Anzac Day March	Sturt St / Arch of Victory	25 April
Heritage Weekend	Ballarat Central	May
AFL	Mars Stadium	Various
Buninyong Good Life Festival	Buninyong	October
Run For A Cause	City Oval and Ballarat Central	November
SpringFest	Lake Wendouree	November

Municipal Emergency Management Plan 2019-2021

Part Three: Emergency Planning Arrangements



Contents

Part Three: Emergency Planning Arrangements 3

3. Introduction 3

3.1 Municipal Emergency Management Functions 3

3.2 Municipal Emergency Management Planning Committee (MEMPC) 3

3.3 Specialist Committees/Working and Reference Groups 5

3.4 Municipal Emergency Management Roles 9

3.4 Emergency Facilities and Locations 12

3.5.5 Neighbourhood Safer Places (Place of Last Resort), and Township Protection Plans 13

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 75	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Part Three: Emergency Planning Arrangements

3. Introduction

This Part of the Municipal Emergency Management Plan (**MEMPlan**) identifies specific emergency management roles and responsibilities, as determined by the Emergency Management Act 1986 and the Emergency Management Act 2013, including the municipal emergency management planning structure.

3.1 Municipal Emergency Management Functions

The Emergency Management Act 1986, the Emergency Management Act 2013 and the Local Government Act 1989, identifies councils as playing a critical role in Victoria's emergency management arrangements and systems. Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of their municipalities. People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The City of Ballarat accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response and recovery phases.

Council's emergency management responsibilities include:

- The provision of emergency relief to affected persons during the response phase;
- The provision of supplementary supply (resources) to lead and relief agencies during response and recovery;
- Municipal assistance to agencies during the response and recovery phases of emergencies;
- Assessing the impact of the emergency; and
- Recovery activities within the municipality, in consultation with the Department of Health and Human Services (**DHHS**).

3.2 Municipal Emergency Management Planning Committee (MEMPC)

The MEMPC is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986 to formulate a plan for Council's consideration in relation to the prevention of, response to and recovery from emergencies within the City of Ballarat.

The following organisations and City of Ballarat personnel make up the MEMPC Committee:

- Municipal Emergency Manager;
- Municipal Emergency Resource Officer (**MERO**);
- Municipal Recovery Manager (**MRM**)/ or delegate;
- Municipal Fire Prevention Officer (**MFPO**);
- Councillor

Municipal Emergency Management Plan 2019-2021

- Field Emergency Medical Officer (**FEMO**);
- Victoria Police, as Municipal Emergency Resource Coordinator (**MERC**) or delegate;
- Country Fire Authority (**CFA**) (Operations Manager, District 15);
- CFA Commander;
- Department of Environment, Land, Water & Planning (**DELWP**);
- Department of Jobs, Precincts and Regions (**DJPR**);
- Victoria State Emergency Service (**VICSES**) Regional Officer,
- VICSES Ballarat Unit Controller;
- Ambulance Victoria (**AV**);
- Ballarat Health Services (**BHS**);
- Australian Red Cross;
- Department of Health and Human Services (**DHHS**);
- Central Highlands Water (**CHW**);
- Department of Education and Training (**DET**);
- VicRoads;
- Wireless Institute Civil Emergency Network (**WICEN**); and
- Others as required.

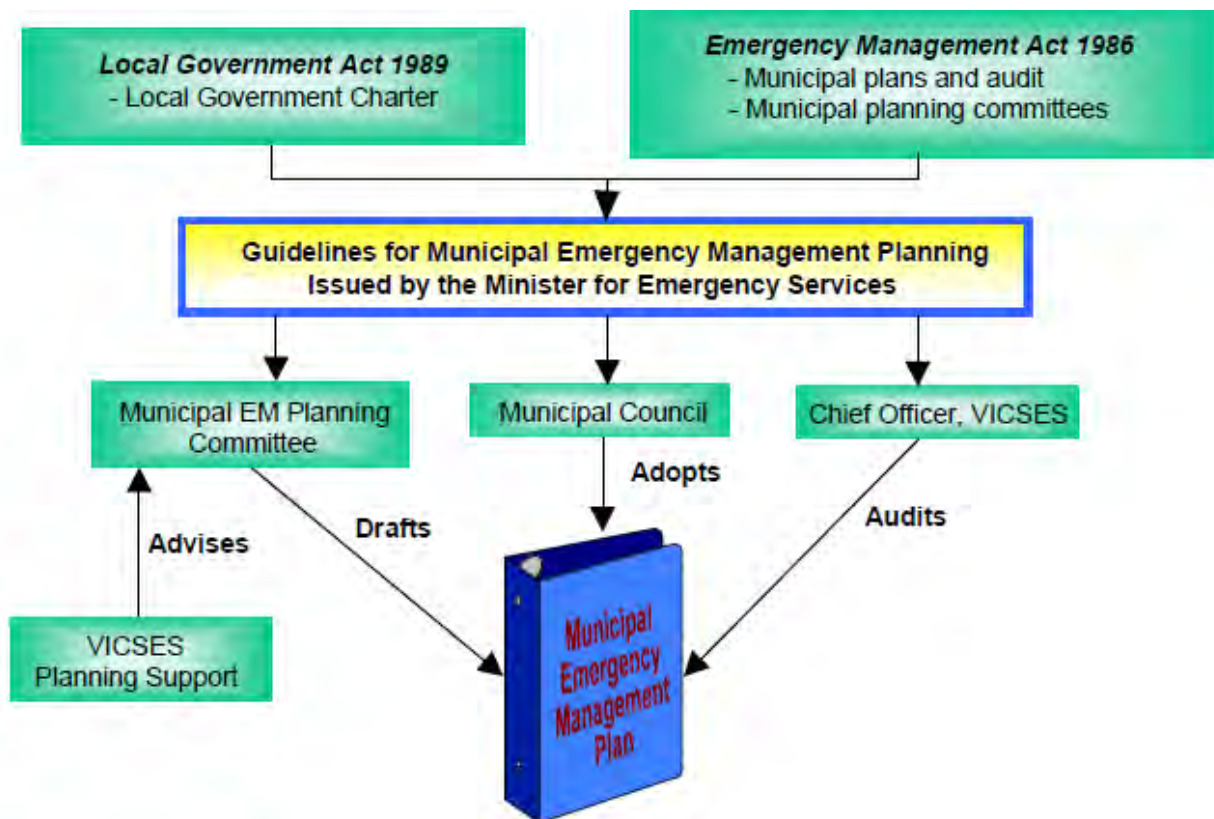


Figure 3.1: Municipal Emergency Management Planning Structure

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 77	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

3.2.1 Frequency of meetings

The MEMPC will determine the frequency of meetings but is required to meet at least twice per year. It has been agreed that the MEMPC will meet on a quarterly basis on the second Thursday in the months of February, May, August and November unless otherwise advised.

Minutes must be taken of all meetings and copies sent to the Regional Emergency Response Coordinator (**RERC**) and committee members. Functional sub-committees, if formed, will meet to review and amend their arrangements where necessary. Reference groups, if formed, will meet at least four times each year if they are required for any specific projects.

All agenda items should be forwarded to:

emadmin@ballarat.vic.gov.au; or

Municipal Emergency Manager
 Municipal Emergency Management Planning Committee
 City of Ballarat
 PO Box 655
 Ballarat VIC 3353

3.2.2 Role of the MEMPC

It is not the MEMPC role to manage emergencies. This is the responsibility of the agencies and personnel identified under the State response and recovery arrangements. The MEMPC is required to prepare the MEMPlan, which documents response and recovery operational arrangements, and to ensure that all the subjects listed in the MEMPlans outline are investigated and adequately provided for.

The ongoing role of the MEMPC is to review and amend the operational components of the MEMPlan by:

- Assessing and reviewing hazards and risks facing the community;
- Producing the MEMPlan for consideration by Council;
- Reviewing and updating the MEMPlan annually, including reviewing risks, with responsibility for this task delegated to the Municipal Emergency manager (**MEM**);
- Every three years, conducting a review of the Community Emergency Risk Management (**CERA**) Plan; and
- Arranging regular tests/exercises of the emergency management arrangements outlined in the MEMPlan, or parts of it.

3.3 Specialist Committees/Working and Reference Groups

The MEMPC will determine the need to establish sub-committees, working groups or reference groups to investigate and report back on specific risks and related issues that will assist the MEMPC in meeting its obligations under the Emergency Management Act 1986 and the Emergency Management Act 2013. The CERA process will determine the significant risks to the municipality; it will also inform the MEMPC as to which sub-committees need to be established to develop the appropriate sub-plans (Refer to Part 7 - Appendix 6 Special Plans and Arrangements of this plan).

The MEMPC will determine the terms of reference and reporting timeframes for these sub-committees and/or working/reference groups. The membership of any sub-

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 78	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

committee/working/reference group will comprise of agencies and organisations represented on the MEMPC, together with other representatives deemed necessary.

3.3.2 CERA Working Group

Responsibilities;

- Prepare a CERA document;
- Identify local and regional risks, and determine treatments that will reduce the severity and impact of disasters on the community;
- Promote community ownership of disaster mitigation;
- Create working relationships and linkages between neighbouring communities, councils and State agencies that will further develop existing measures to cope with emergencies;
- Provide comment on proposed local and regional plans;
- Invite community members to attend meetings to discuss their specific issues and proposals that relate to the role and function of the CERA Working Party, and issues that have been referred to the Working Party for action; and
- Invite community members to assist the Working Group in their deliberation of issues referred for action.

3.3.3 Municipal Fire Management Planning Committee (MFMP)

Council has a legislative responsibility under the Country Fire Authority Act 1958 to develop and maintain a Municipal Fire Management Plan (**MFMP**). The Authority may appoint a Municipal Fire Management Planning Committee, which provides advice and recommendations to Council in the preparation of its MFMP.

Responsibilities;

The City of Ballarat’s MFMP has the following tasks:

- Report to the MEMPC;
- Ensure that plans and actions are in place (that responsible authorities are advised of actions which the Committee deem necessary) for minimising the risk of an outbreak of fire or for suppressing any fire that may occur within the area (Section 55 of the CFA Act 1958);
- Develop programs that are relevant to the community;
- Measure fire safety outputs to assess the reduction in community vulnerability to fire;
- Engage community groups and businesses in ongoing dialogue about fire prevention solutions; and
- Liaise with other agencies and committees to ensure integration and consistency of purpose.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 79	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

3.3.4 Flood Management Committee

This committee has been formed to prepare and review the Flood Response Plan. The chair of the committee is the VICSES Regional Officer – Emergency Management.

Responsibilities;

- VICSES through the Flood Planning Committee has responsibility for preparing, reviewing, maintaining and distributing this Plan;
- Review the plan after any new flood studies or occurrence of a significant flood event;
- Seek plan endorsement from the MEMPC; and
- Report to the MEMPC as needed.

3.3.5 Municipal Recovery Planning Committee

The presence of the Municipal Recovery Planning Committee ensures responsibilities are shared across all stakeholders and fully understood. The Recovery Plan sets out the Committee’s terms of reference and how the planning process will work. Further details of the Municipal Recovery Planning Committee can be found in Part 5 of this Plan.

Responsibilities;

- Prepare, maintain and develop the relief and recovery component of the MEMPlan;
- Report to the MEMPC following the meetings in March/April and September/October;
- Establish and maintain recovery service arrangements in preparation for an emergency, including business continuity strategies in the planning process;
- Ensure effective communication between stakeholders;
- Establish working groups to identify and address recovery requirements of the municipality;
- Through Council, provide logistical support to recovery agencies when required; and
- Maintain an effective working relationship between municipal and regional service providers.

3.3.6 Ballarat Aerodrome Emergency Management Planning Committee

This committee is chaired by the Aerodrome Manager who is currently a Deputy MERO. The Ballarat Aerodrome is governed by the Civil Aviation Act 1988. This Act is supported by the Civil Aviation Safety Regulations 1998 and the Manual of Standard, Part 139 – Aerodromes. The Ballarat Aerodrome is classified as a Registered Aerodrome.

Responsibilities;

- Report to the MEMPC as required;
- Meet at least annually;
- Validate the effectiveness of the plan through an exercise; and

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 80	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

- Produce and maintain the Ballarat Aerodrome Emergency Management Plan in conjunction with agency response plans.

3.3.7 Heatwave Response Planning Committee

The Heatwave Response Plan was first established in 2010 and a review adopted by council in November 2014. It is currently under review. Heatwave is evaluated as a high risk during the CERA process, therefore a plan is necessary. The Plan indicates how the City of Ballarat will work with other agencies who are involved in responding to a heatwave. The plan also outlines steps for internal departments to undertake in the four stages of a heatwave: Preparations and Prevention, Heatwave Alert, Heatwave Response, Recovery and Review.

Responsibilities;

- Develop and maintain the Heatwave Response Plan;
- Implement the activation of the Heatwave Response Plan;
- Increase the understanding of the hazards of heatwaves in communities and increase their capacity to respond;
- Increase the understanding of heatwave planning and management across Council and among key external stakeholders; and
- Report to the MEMPC as needed.

3.3.8 Influenza Pandemic Planning Committee

An Influenza Pandemic Planning Committee (**IPPC**) has been formed with representatives from across Council to address the issues and develop Council’s Influenza Pandemic Sub-Plan (IPP). This committee is a Sub-Committee of the MEMPC. The Influenza Pandemic Sub-Plan was adopted in 2010 and is currently due for review. The Victorian Action Plan for influenza pandemic states that its objectives are for Victorian Government departments and their agencies, local government and all sectors of society to plan for pandemic influenza.

Responsibilities;

- Develop and communicate the IPP;
- Report to the MEMPC after any meeting or plan updates; and
- Review and exercise the IPP.

3.3.9 Municipal Public Health Emergency Management Planning Committee

The Municipal Public Health Emergency Management Plan (MPHEMP) review was last passed by the MEMPC in February 2014 and originally adopted by council in August 2011. Through the development and implementation of the MPHEMP, the City of Ballarat aims to mitigate and manage public health risks during emergencies that affect the municipality.

Responsibilities;

- Develop and review annually the MPHEMP;
- Distribute the MPHEMP; and
- Activate the plan as requested.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 81	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

3.4 Municipal Emergency Management Roles

The operational structure for these roles while the Municipal Emergency Operations Centre (MEOC) is in operation is outlined in Part 7 - Appendix 5c of this plan.

3.3.2 Municipal Emergency Manager (MEM)

Council has appointed the position of Municipal Emergency Manager. The role of MEM reports to the Chief Executive Officer and/or the Director of Community Development for the effective management of Council’s emergency management activities.

The role of MEM is to be responsible for managing and coordinating Council’s emergency management obligations under the Emergency Management Act 1986 in planning, preparedness, prevention, response, and recovery functions.

Responsibilities;

- Ensure the MEMPlan is effective and current;
- Ensure that municipal resources are utilised effectively in a community emergency, for response and recovery activities;
- Coordinate the emergency management activities of, and liaise closely with the MERO, MRM and the MFPO;
- Ensure that the MEOC can be activated at short notice in the event of an emergency;
- Arrange meetings of the MEMPC as appropriate, during an emergency;
- Maintain effective liaison with all Regional, State or Commonwealth emergency-related agencies servicing the municipality;
- Ensure that an effective contact base is maintained so that municipal resources can be accessed on a 24-hour basis;
- Ensure that contractual arrangements with contractors to provide response or recovery support during an emergency, are agreed to and documented in advance of such events;
- Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place;
- Ensure that appropriate procedures, processes and systems are in place to record and monitor any council expenditure specifically applicable to an emergency;
- Ensure that applications for expenditures that are eligible for assistance from State sources are submitted to the appropriate agencies;
- Ensure that debriefing sessions are held for any response and recovery operation after an emergency, to examine effectiveness of the MEMPlan and upgrade it as necessary, and
- Keep the Council and Chief Executive Officer informed on emergency management activities, including the presentation of an annual report on

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 82	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

activities that includes expenditure incurred by Council during the previous 12 months.

Municipal Authority

The MEM is responsible for the overall co-ordination of municipal resources in responding to and recovering from emergencies and has full delegated powers to deploy and manage Council's resources during emergencies.

3.3.3 Municipal Emergency Resource Officer (MERO)

The City of Ballarat has appointed the position of MERO to the Executive Manager Operations and Environment, pursuant to Section 21(1) of the Emergency Management Act 1986.

Council has also currently appointed the Coordinator Road Maintenance, Coordinator Parks & Gardens, Airport Manager/Program Development Officer, Executive Manager Development Facilitation and Facility Maintenance Supervisor as Deputy MEROs to ensure continuity of service in the absence of the MERO.

Responsibilities;

- Coordinate municipal resources in emergency response;
- Provide council resources when requested by Emergency Services or Victoria Police during response activities;
- Maintain effective liaison with the MRM and emergency agencies within or servicing the municipal district;
- Maintain an effective contact base so that municipal resources can be accessed on a 24-hour basis;
- Keep the MEOC at a level of preparedness to ensure prompt activation if needed;
- Liaise with the MEM and MRM on the best use of municipal resources;
- Organise response debriefs if requested by the MERC;
- Ensure that procedures and systems are in place to monitor and record expenditure by Council in relation to emergencies;
- Maintain and/or have access to a list of resources that can be utilised during emergencies, and
- Perform other duties relating to emergency management.

Municipal Authority

The MERO is responsible for the coordination of municipal resources in responding to emergencies and has full delegated powers to deploy and manage Council's resources during emergencies.

3.3.4 Municipal Recovery Manager (MRM)

The City of Ballarat has appointed the MEM to fulfil the function of MRM to assist in the council's emergency management's roles and responsibilities.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 83	Issue Date: August 2019	Review Due: August 2021	Version 4.0
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Council has currently also appointed the positions of Executive Manager Engaged Communities, Executive Manager Learning & Community Hubs, Manager Financial Services, Executive Manager Major Projects and Executive Manager Family and Children’s Services as Deputy MRMs to ensure continuity of service in the absence of the MRM.

Responsibilities;

- Co-ordinate municipal and community resources within the municipality during recovery;
- Assist with the collation and evaluation of information gathered in the Secondary Impact Assessment process;
- Establish priorities for the restoration of community services and needs;
- Liaise with the MEM and MERO on the best use of municipal resources;
- Establish an information and coordination centre at the municipal offices or in a location more appropriate to the affected area;
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees;
- Liaise with the Regional Recovery Committee and DHHS; and
- Undertake other specific recovery activities as determined.

The MRM may delegate duties to provide for effective management of the recovery functions.

3.3.5 Municipal Fire Prevention Officer (MFPO)

The City of Ballarat has appointed the position of MFPO under the Country Fire Authority Act 1958 Section 96A.

Responsibilities:

- Oversee the MFMPC;
- Undertake and regularly review Council's fire prevention planning and plans together with the MFMPC;
- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation;
- Advise and assist the MEMPC on fire prevention and related matters;
- Ensure the MEMPlan contains reference to the MFMP;
- Report to Council on fire prevention and related matters;
- Carry out statutory tasks related to fire prevention notices and infringement notices;
- Investigate and act on complaints regarding potential fire hazards;
- Advise, assist and make recommendations to the public on fire prevention and related matters;
- Issue Permits to Burn (under Section 38 of the Country Fire Authority Act 1958); and
- Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 84	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

3.3.6 Emergency Management Liaison Officer (EMLO)

Council has appointed a number of people to the role of EMLO. The role of the EMLO reports directly to the MERO during response and to the MRM during recovery.

An EMLO is a person that acts as a go-between or link between the Incident Controller and Council's MEOC to communicate and coordinate activities.

An EMLO will provide the technical or subject matter expertise for the City of Ballarat. An EMLO provides face-to-face coordination and serves as the primary contact for support agencies assisting at an incident to communicate with Council and the MERO.

An EMLO:

- Is appointed to represent the City of Ballarat:
 - in another agency's facility utilised to manage an emergency response; and/or
 - at a co-ordination centre; and/or
 - as part of an emergency management team;
- Is empowered to commit, or arrange the commitment of, the City of Ballarat's resources in response to an emergency in consultation with the MERO;
- Represents the interests of the City of Ballarat;
- Provides advice in relation to impacts and consequence management;
- Assists the community to respond to, and recover from the emergency; and
- Should have previous experience in this role or have attended an EMLO training course.

Every response and recovery agency should maintain preparedness to deploy an EMLO, with a link to the agency's communications system, to any location the MERC or Incident Controller may request. In some instances, where inadequate communications exist, the EMLO may perform the role from a remote location. An EMLO may be requested from, or be placed in, the operations/control centre of a private sector utility provider or similar organisation. This would typically occur during a disruption to an essential service.

3.4 Emergency Facilities and Locations

3.4.1 Nominated Staging Areas

Agency	Location	Address	Town/ Suburb	Spatial Vision Map Ref.	Management
CFA, SES	Marty Busch Reserve	Burnett Street	Sebastopol	8117B, J6	Council
CFA, SES (also ERC)	Buninyong Recreation Reserve	Fisken Street	Buninyong	8128B, G12	Council
CFA, SES	Ballarat Showgrounds	Creswick Road	Ballarat	8110B, A13	Private
SES	Victoria Park	Gillies Street (Opp SES Unit)	Ballarat	8113B, B6	Council
Victoria Police	VicPol Complex	Norman Street	Ballarat North	8110B, C11	VicPol

3.5.2 Municipal Emergency Operations Centre (MEOC)

The MEOC is where management of City of Ballarat’s own emergency operations and command functions are carried out. This is where City of Ballarat’s resources are coordinated from. When required, the City of Ballarat will establish the MEOC at the Ballarat Works Depot, Cnr Ring Road and Trewin Street, Wendouree.

Primary Location	Secondary Location
City Services Depot Cnr Ring Road and Trewin Street Wendouree	The Gordon Building, 2nd Floor, EM Training Room 1-3 Bath Lane, Ballarat

3.5.3 Emergency Relief Centres (ERC)

An ERC is a building or location that has been activated for the provision of support and essential personal needs for people affected by, or responding to, an emergency event. It is usually established on a temporary basis to cope with the immediate needs of those impacted during the initial response.

The City of Ballarat has assessed buildings to be potentially suitable as ERCs for use in times of an emergency. There are eight buildings designated as ERCs.

The locations are listed by geographical region (refer Part 7 in the Appendices). Careful consideration must be given to the prevailing circumstances and the number of people needing assistance when selecting a site or sites.

The City of Ballarat’s policy position on the activation of ERCs is:

- Opening an ERC is a decision made by Victoria Police (in fulfilling the role of MERC) in consultation with the Incident Controller and Council’s MERO and MRM to accommodate residents relocating in response to a direct emergency;
- ERC activation is determined once the location of the emergency is known and is typically well away from any threat to ensure public safety;
- Council may activate ERCs where a genuine emergency is determined to exist; and
- An activated ERC is only able to provide basic support services such as food, first aid and emergency shelter.

3.5.4 Community Fire Refuges

No community fire refuges are located within the municipality.

3.5.5 Neighbourhood Safer Places (Place of Last Resort), and Township Protection Plans

In its Final Report, the 2009 Victorian Bushfires Royal Commission recommended that Neighbourhood Safer Places (**NSP**), be identified and established to provide persons in bushfire-affected areas with a place of last resort during a bushfire.

Municipal Emergency Management Plan 2019-2021

In response to this recommendation, the Victorian Government introduced legislation requiring the CFA to certify NSPs against the CFA’s Fire Rating Criteria, and Victorian Councils to identify, designate, establish and maintain suitable places as NSPs in their municipalities.

NSPs are not community fire refuges or emergency relief centres. NSPs are places of last resort during the passage of a bushfire and are intended to be used by persons whose primary bushfire plans have failed. NSPs are places of relative safety only; they do not guarantee the survival of those who assemble there. Further, serious risks to safety may be encountered in travelling, and seeking access, to NSPs during bushfire events. Depending on the direction of a fire, it may not be a safer place to assemble than other places within the municipal district. NSPs will be assessed by the CFA as providing some protection from immediate risk of direct fire attack, but not necessarily from other risks, such as flying embers.

Council has developed a Neighbourhood Safer Places Plan for the purposes of the legislation, which contains guidelines that have been developed by the Municipal Association of Victoria (MAV) to assist Council.

A list of Neighbourhood Safer Places is located in Part 7 – Appendix 8 of this plan.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 87	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Part Four: Emergency Response Arrangements



Contents

Part Four: Emergency Response Arrangements 3

4. Introduction 3

4.1 Response Management Arrangements 3

4.2 Support and Support Agencies 9

4.3 Levels of Emergency Response 9

4.4 Resource Management at a Municipal Level 9

4.5 Public Information 14

4.6 Emergency Warning Systems 16

4.7 Briefings 17

4.8 Debriefing Arrangements 17

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 89	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Part Four: Emergency Response Arrangements

4. Introduction

The Emergency Management Act 2013 (Section 3) defines response as “the combating of emergencies and the provision of rescue services”.

Emergency response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State and necessitates the deployment of resources to counter the effects of, or threat from, the emergency. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted. Most incidents are of local concern and resources can be obtained from local municipal resources, as coordinated by the Municipal Emergency Resource Officer (**MERO**).

When local resources are exhausted, emergency response provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and secondly, on a state-wide basis. The State Emergency Response Plan should be consulted for more detailed information (Emergency Management Manual Victoria [EMMV] Part 3).

4.1 Response Management Arrangements

The response management task is to bring together, in an integrated organisational framework, the resources of many agencies and individuals who can take appropriate and timely action. Response management is based on three key management tasks: CONTROL, COMMAND and COORDINATION.

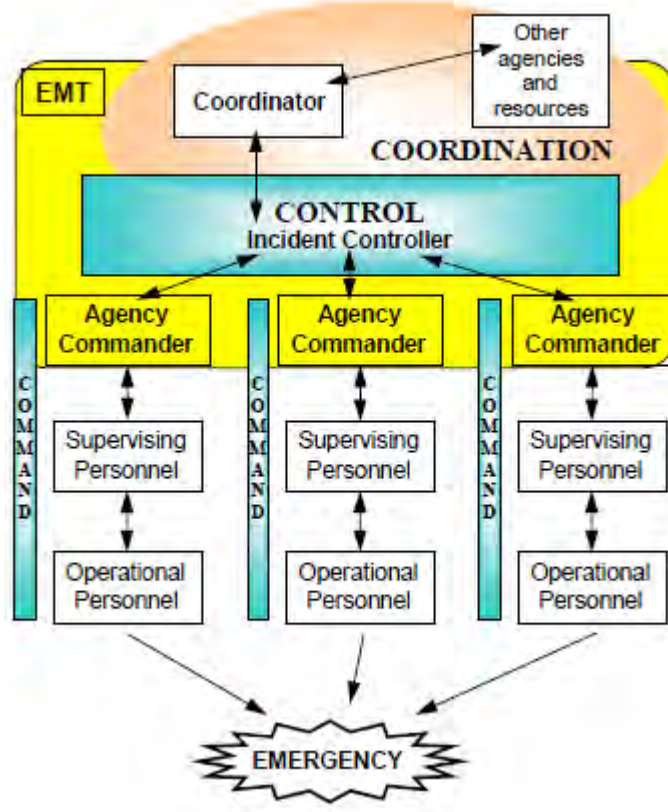


Figure 4.1: Emergency response management arrangements at an incident – demonstrating Command, Control, Coordination and the Emergency Management Team (Source: Emergency Management Manual Victoria, Part 3).

4.1.1 Control

Control involves the overall direction of response activities in an emergency. Authority for Control is established in legislation, or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation.

Control relates to situations and operates horizontally across agencies. Control Agencies for particular emergencies are identified in the EMMV, (Part 7). The Control Agency appoints an Incident Controller who has the overall responsibility for emergency response operations.

In most emergencies, the Control Agency will establish an Incident Control Centre (ICC). It is here that the Control and Support Agencies coordinate their response to the emergency.

4.1.1.1 Control Agency

A control agency is defined as the agency nominated to control the response activities for a specified type of emergency. During response to an emergency the control agency may change, depending on the circumstances.

Part 7 of the Emergency Management Manual Victoria contains a table of control agencies for specific emergencies, in accordance with sections 37-41 of the Emergency Management Act 2013.

Sections 37-41 of this Act contain specific legislative provisions regarding the determination of the control agency and controllers for major fires, fires and other emergencies.

4.1.1.2 Incident Controller

The role of the Incident Controller is to provide leadership and management to resolve the emergency at the incident site. This is the agency forward controller and operates in close proximity to the incident.

The responsibilities of the Incident Controller include:

- Carrying out the directions of the Regional Controller;
- Taking charge and providing leadership for the resolution of the emergency at the incident site – including directing support agency commanders or Emergency Management Liaison Officers (EMLO);
- Establishing a control structure to suit the circumstances;
- Establishing the Incident Management Team;
- Establishing the EMT;
- Initiate relief arrangements (if required);
- Ensuring the timely flow of information to the -
 - Community;
 - Agency chain of command;
 - MERC;

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 91	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

- MRM/Regional Recovery Coordinator; and
- Other stakeholder agencies.
- Issuing warnings to the community;
- Monitoring and continually assessing the Control Agency incident structure;
- Continually assessing the performance of the emergency response at the incident site;
- Ensuring that subordinates have appropriate resources to achieve their tasks; and
- Identifying risks and opportunities.

4.1.1.3 Incident Management Team (IMT)

An IMT comprises the people carrying out the various functions to support the Incident Controller, or agency commander, in discharging his/her responsibilities in response to an emergency. The IMT operates whether or not agencies other than the Control Agency are involved in response to an emergency.

4.1.2 Command

Command involves the direction of personnel and resources of an agency in the performance of that organisation’s role and tasks. Authority to command is established in legislation or by agreement within an agency and operates vertically within an agency. Where there are agreed pre-existing arrangements, a functional commander can direct personnel and resources of more than one agency in accordance with those agreements.

4.1.3 Coordination

“Coordination” is the bringing together of agencies and resources to ensure effective response to, and recovery from emergencies. In relation to response, coordination includes ensuring that effective control has been established.

Principal Role of Emergency Response Coordinators (All Levels)

Responsibilities include:

- Ensuring that the appropriate control and support agencies are in attendance, or have been notified by the Incident Controller and are responding to an emergency;
- Ensuring that effective control has been established by the Control Agency in responding to an emergency;
- In consultation with the Incident Controller, ensuring that an Emergency Management Team has been formed;
- Ensuring the effective coordination of resources and services having regard to the provision of Section 56(2) of the Emergency Management Act 2013;
- Arranging for the provision of resources requested by control and support agencies;
- Ensuring that resources are allocated on a priority basis;

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 92	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

- In the event of uncertainty, determining which agency is to perform its statutory response role within the region or specified area, where more than one agency is empowered to perform that role;
- Ensuring that recovery agencies are in attendance, or have been notified by the Incident Controller of the emergency;
- Considering the registration of persons who have been evacuated or otherwise affected;
- Considering the provision of relief needs to evacuees and agency personnel where necessary;
- In consultation with the Control Agency, considering the need for the declaration of an emergency area;
- Ensure timely information and warnings are provided to the community and support agencies by the control agency;
- Ensure the MERO is advised of the emergency, is available to provide access to **municipal resources** if required and is receiving information as appropriate;
- Attend, or arrange a delegate to attend the Municipal Emergency Operation Centre (MEOC), if activated;
- Advise the Regional Emergency Response Coordinator (**RERC**) regarding emergencies which have the potential to require **supplementary resources** from outside the municipal district; and
- Provide the RERC with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

*For example, local government is responsible for coordinating municipal resources from the Municipal Emergency Operations Centre (**MEOC**) to support emergency response.*

Victoria Police are responsible for the coordination of resources during emergencies. In the field, it is the senior Police Officer present at the scene. At the municipal level, the Officer in Charge of the Ballarat Police Station, or his/her delegate, is the nominated Municipal Emergency Response Coordinator (**MERC**) for the City of Ballarat.

4.1.3.1 Incident Emergency Response Coordinator

This role is usually fulfilled by a senior member of Victoria Police who is present at the initial scene of an emergency. Primary duties are listed in Section 3.7.3 in EMMV. This role usually relates to the first response at an emergency and the person fulfilling this role may change in seniority as the emergency escalates or de-escalates.

4.1.3.2 Municipal Emergency Response Coordinator (MERC)

The Officer in Charge at Ballarat West Police Station is the delegated MERC for the City of Ballarat.

The MERC is required to take an active role in emergency planning at the local level and has responsibility for the coordination of resource provision, as

requested by control and support agencies during the initial response phase of an emergency.

Responsibilities include:

- Taking an active role in planning at a local level, including representation on the Municipal Emergency Management Planning Committee (**MEMPC**);
- Ensuring that the MERO is advised of the emergency and is available to provide access to municipal resources if required;
- Ensuring that the MERO is receiving information as appropriate;
- During emergencies which require activation of the MEOC, may attend the MEOC as MERC;
- Liaising with the local Control Agency and Support Agencies, and ensuring that an effective control structure has been established by agencies in coping with an emergency at a local level;
- Advising the RERC regarding emergencies which have the potential to require supplementary resources from outside the municipal district; and
- Convening post-emergency de-briefing conferences as soon as practicable after a local emergency when required.

Any Control Agency requiring municipal support will request that support through the MERC who will pass on all requirements to the MERO.

4.1.3.3 Regional Emergency Response Coordinator (RERC)

The RERC’s primary role is to coordinate resources on a regional level (as per the EMMV). In addition to this, the RERC’s response roles, responsibilities and duties are:

- Responsibility to the Senior Police Liaison Officer (**SPLO**) for the effective coordination of resources or services within the emergency response region;
- In an emergency, arranging to provide regional resources as requested by the MERC to response or recovery agencies;
- In circumstances where requested resources are not available within the region, requesting the resources through the SPLO; and
- Monitoring the provision of emergency relief and supply.

4.1.3.4 Emergency Management Coordination Group (EMCG)

The EMCG is the municipal decision-making group with responsibility for the overall coordination of municipal resources for use within an emergency. This Group consists of the MERC, MERO and Municipal Recovery Manager (MRM).

4.1.3.5 Emergency Management Team (EMT)

The EMT comprises the:

- Incident Controller or delegate;
- Support Agency commanders (or their representatives);
- Health Commander (functional commander of supporting health agencies);

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 94	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

- Recovery Commander (if appointed) or the Recovery Coordinator (or representative);
- Emergency Response Coordinator (or representative);
- Other specialist persons as required; and
- Local Government.

The function of an EMT is to support the Incident Controller in determining and implementing appropriate incident management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident, Region, Area of Operations or State Controller is responsible for forming an EMT at their respective tiers (level). Although the EMT facilitates a collaborative decision-making process and the strategic management/allocation of response agency resources with the primary intent of unity and purpose of effort, the Incident Controller leads the team and retains control of the emergency.

The EMT will identify one or more control strategies, and agency or functional commanders may be tasked by the Controller with a strategy or strategies to implement; or, they may be requested by the Controller to provide resources in support of those strategies. Support agency commanders then implement the strategy(ies) through their respective command structures, and report back to the Controller as to the success or otherwise of the strategy(ies). The effective operation of an EMT relies heavily on communication between agencies. The importance of an effective EMT to the successful management of an emergency cannot be overstated.

The terminologies for EMT's at the three tiers of emergency management are:

- State EMT (**SEMT**);
- Regional EMT (**REMT**); and
- Incident EMT (**IEMT**).

An EMT will be established by every controller in a multi-agency response or by the Control Agency or Emergency Response Co-ordinator in preparation for an anticipated emergency (e.g. Code Red days). If there are multiple disparate emergencies, the EMT should be chaired by the Emergency Response Coordinator.

For detailed information in relation to roles and responsibilities of the EMT see Part 3 of the EMMV.

4.1.3.6 Senior Emergency Management Group (SEMG)

The SEMG will convene when the scale of an emergency calls for a significant effort in organising and managing municipal functions or resources detailed in this Plan.

Given that this Group will more than likely convene during larger scale emergencies, consideration will be given to having deputies in the MEOC.

Members of the SEMG will liaise to determine what level of activation is required. The team will be convened by the EMCG and may consist of the MERC, MEM, MERO, MRM, MEOC Facility Manager, Media & Public Relations Officer, Planning Officer, Control Agency representative and others as required.

4.2 Support and Support Agencies

A support agency is defined as an agency which provides services, personnel or material to support or assist:

- a control agency; or
- another support agency; or
- persons affected by an emergency.

Part 7 of the Emergency Management Manual Victoria contains a table of support agencies for various support services. For the purposes of the State Emergency Response Plan, and where not specified, relief and recovery agencies are support agencies during the response to an emergency.

4.3 Levels of Emergency Response

There are three levels of emergency response relevant to the Incident Management System.

4.3.1 Tier (Level) 1 Incident - Able to be resolved using local response resources.

Tier 1 is a small-scale event that can be resolved using local or initial response resources. The physical MEOC may not necessarily be activated; however, the function of coordination will be in operation, with the MERC and MERO in close communications at all times.

4.3.2 Tier (Level) 2 Regional or Area of Operations – A more complex response in size, resources or risk. This response is characterised by:

- Deployment of resources beyond initial response;
- Establishment of functional sections due to levels of complexity for the incident and the control system; and
- A combination of the above;

Tier 2 is considered a medium scale event and is more complex in size, resources or risks. The MEOC may be activated with the function of resources beyond the initial response and multi-agency representation. An ERC may be required. The event may potentially require forward planning to address response issues and for relief/recovery phases.

4.3.3 Tier (Level) 3 State - Characterised by degrees of complexity that may require a more substantial establishment for management of the situation. These emergencies will usually involve delegation of all functions.

A fully functional MEOC may be established as well as an ERC. This level will require forward planning as the emergency continues and will require very detailed recovery planning in the early stages of the response. This type of event may attract State Government and media interests.

4.4 Resource Management at a Municipal Level

Municipal resources should be used in the first instance, prior to engaging private contractors. Responsibility for the management of resources rests with the MERO, who is also responsible for maintaining a resource database and contact details.

An Emergency Management Resource Manual has been implemented, identifying the municipal council resources that may be available during an emergency. This manual will be reviewed and updated annually under the direction of the MERO.

Council should maintain a register of fleet resources under the jurisdiction of Fleet Management which has the responsibility of maintaining the currency of information. This register is located on council’s internal finance database.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 96	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Council has a preferred contractors list, which is located on Council’s intranet site.

The provision of some Council resources for response activities may be subject to limits and/or constraints (i.e. the use of some equipment may be limited due to the expense of its operation).

4.4.1 Transport and Engineering

The MERO is responsible for all transport and engineering matters. The purpose of the arrangements is to identify available transport and engineering resources within the municipality. This includes specialist and technical advice and deployment of those resources which are to be included in the Municipal Emergency Resource Manual and preferred contractor’s lists. All requests for transport and engineering resources are to be directed to the MERC who will request them through the MERO.

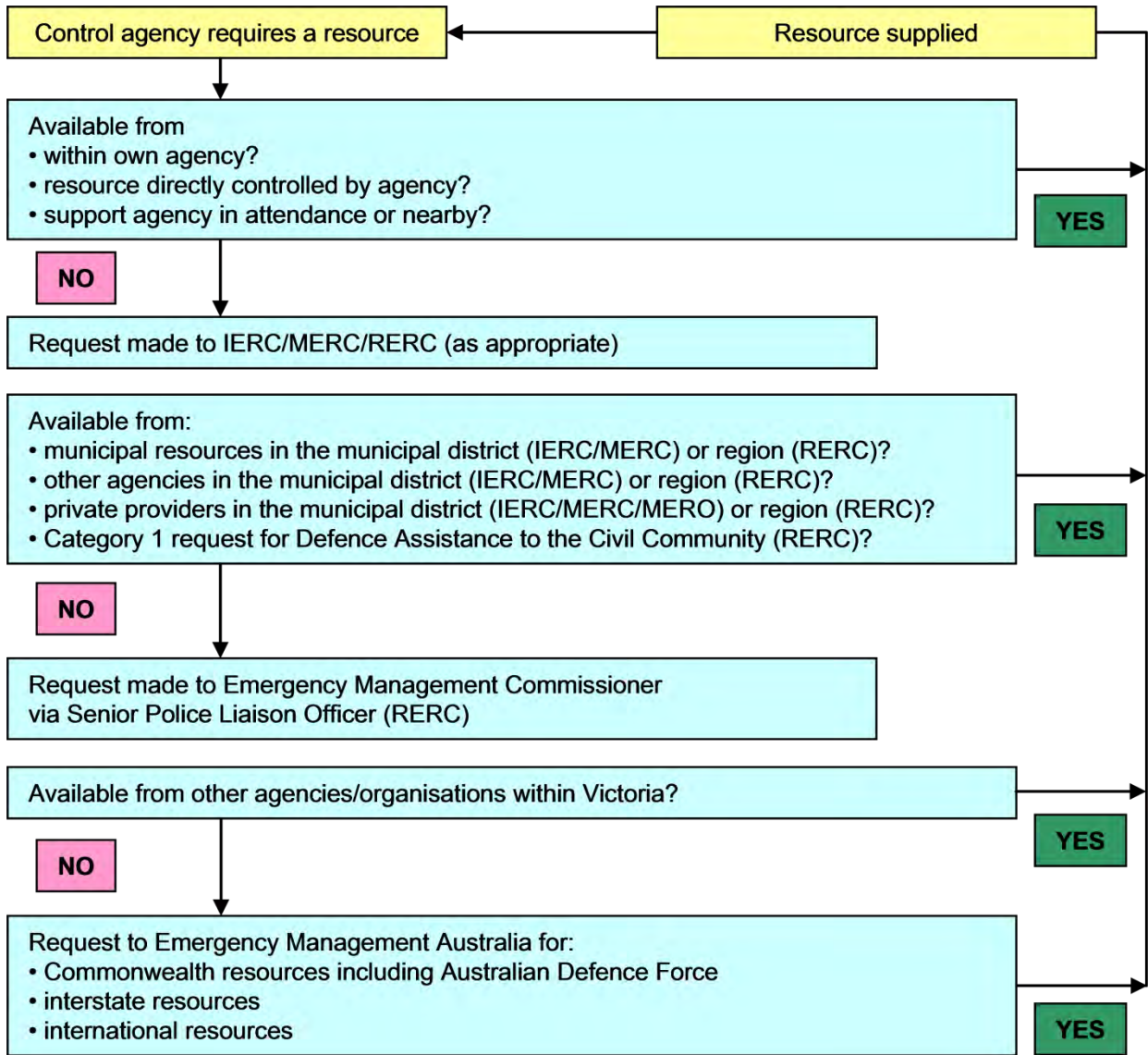
4.4.2 Request Procedures for Support

Any agency requiring additional support or resources, outside of their own capabilities, should request that support through the MERC who, in consultation with the MERO, will determine whether the request can be met locally.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 97	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

When all local available resources have been fully committed and there is a requirement for additional resources, the MERC will pass on the requests to the RERC for action.



4.4.3 Protocol for Inter-Council Emergency Management Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal functioning as efficiently as possible. The Municipal Association of Victoria (MAV) and the Municipal Emergency Management Enhancement Group (MEMEG) identified a need to determine an agreed position between councils regarding the provision of council resources to assist other councils with response and recovery tasks during emergencies and a protocol was developed. The City of Ballarat is a participating member.

The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities. This protocol applies to requests for human resources, equipment and /or facilities in relation to response or recovery activities associated with an emergency.

Referenced in Part 7, Appendix 14: Guidelines for Emergency Response/Recovery Resources Procurement and Financial Arrangements.

4.4.4 Financial Considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the City of Ballarat. An account number for emergencies has been allocated and a project number for each emergency will be created.

Control Agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the Control Agency are expected to defray all costs from their normal budgets.

Depending on the magnitude of the emergency, some government financial assistance may be available for prevention, response and recovery activities.

The City of Ballarat is accountable for any monies donated as a result of an emergency event and will implement systems to receive and account for all such donations and has delegated this responsibility to a Subcommittee comprising of The Buninyong Community Bank (Bendigo Bank), City of Ballarat staff and Community members (refer to the Recovery Support Plan 10 – Donations and Material Aid).

4.4.4.1 Emergency Payment Responsibilities:

- Where an agency’s expenditure is to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others;
- When a Control Agency requests services and supplies (e.g. catering) on behalf of a number of supporting agencies, the Control Agency will be responsible for costs incurred; and
- Municipal councils are responsible for the costs of emergency relief measures provided to emergency-affected people.

4.4.4.2 Principles applying to types of organisations:

Volunteer Agencies -

- Volunteer agencies are called upon to provide resources within the limit of their means; and
- Where a volunteer agency expends extraordinary funds providing resources for emergency response and recovery to the extent that it seeks financial reimbursement, it should notify the Control Agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

Municipal Councils -

Council is expected to use its resources for emergency operations within the municipal district. Municipal resources are those used to perform municipal functions, even if the resources are privately owned (contracted to council). Generally, council is expected to provide resources without charge; however, some resources may be subject to limits and/or constraints (e.g. the use of some equipment may be limited due to the expense of operation).

Council is responsible for the costs of providing municipal resources (owned or under the direct control of council) including:

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 99	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	---------------------	----------------------------	----------------------------	----------------

- Equipment such as heavy machinery (even where under an existing contract from external suppliers);
- Personnel for response and recovery activities; and
- Resources for recovery activities;

State Agencies -

State agencies involved in emergency response and recovery activities will initially fund themselves from within their budgets as part of their normal activities.

Commonwealth Agencies -

Local and State resources must be fully committed prior to Commonwealth assistance being sought. There is no charge for Australian Defence Force (ADF) resources being used for saving life and property.

Private Organisations -

Private organisations providing resources for emergency response or recovery activities would be expected to be paid for the resources by the agencies requesting the resources.

4.4.5 Legal Protection for Emergency Volunteer Workers

Compensation for all volunteer emergency workers will be as laid down in Part 8 – Appendix 7 of the EMMV. It is the responsibility of the organisation utilising the volunteer emergency workers to ensure that all the workers are registered.

4.4.6 Termination of Response Activities and Handover of Goods / Facilities to Recovery

While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery in an emergency.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal. Accounts and financial commitments made during the response phase are the responsibility of the MERO through the Municipal Emergency Management Plan (**MEMPlan**) arrangements.

When response activities are nearing completion the MERC, in conjunction with the Control Agency, will call together relevant relief and recovery agencies including the MERO and the MRM, to consult and agree on the timing and process of the response transition to Recovery.

In some circumstances, it may be appropriate for certain facilities and goods obtained under emergency response arrangements to be utilised in recovery activities. In these situations, there would be an actual hand over to the MRM of such facilities and goods.

This hand over will occur only after agreement has been reached between response and recovery managers. Payment for goods and services used in the recovery process is the responsibility of the MRM through the MEMP arrangements.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (**DHHS**) being actively involved, then the

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 100	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	----------------------	----------------------------	----------------------------	----------------

Municipal/Regional Coordinator will consult with the MERO, the MRM and Recovery Manager from DHHS to agree on the timing and process of transition from response to recovery.

4.4.7 Formal Transition from Response to Recovery

Transition from response to recovery is an evolving process and commences from the time of impact of the emergency. Agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. For this to occur, the Incident Controller, DHHS, MERC, MERO and MRM should consult to reach agreement on the timing and process of the transition from response to recovery.

4.5 Public Information

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives and for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities, and other agencies. Where an extreme and imminent threat to life exists and authorisation from the Incident Controller is not practicable in the circumstances, warnings may be issued by any response agency personnel (EMMV, Part 3).

This process provides the public with the necessary information to develop an understanding and awareness of the issues associated with the prevention of, response to and recovery from emergencies.

4.5.1 Prevention and Preparedness

Any information released to the public on behalf of the City of Ballarat will be to educate and assist the community to prepare for emergencies. The City of Ballarat MEMP Committee should approve this information.

4.5.2 Response Phase

Releasing public information about the emergency response must be authorised by the Incident Controller, or his/her nominated representative, in conjunction with the MERC, prior to dissemination. Any information released by the municipality in relation to response activities must be approved by the Control Agency/Police Media Liaison (EMMV). General information to be released by the municipality must be approved by the CEO/MEM/MERO (for general information) or Senior Management (for policy/financial/political matters). If the emergency is of a large scale and DHHS is significantly involved, the DHHS should be included in the process. Council’s Media & Communications Unit will assist in preparing and disseminating approved information (refer to the Emergency Management Communications Strategy and Work Plan).

Information can be categorised under the following headings:

Pre-Impact	To enable the public to take reasonable measures to prevent, or lessen the potential effects of emergencies and to cope during the impact phase of an emergency.
During Impact	To produce suitable news releases through the media concerning the effects of the emergency and what action the public can take.

Post Impact	To maintain the crucial information flow to those in need of assistance and direction.
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4.5.3 Recovery Process

Where the emergency is localised to the City of Ballarat and the municipality has coordinated all recovery activities, releasing information will be the responsibility of the City of Ballarat. General information is to be released by the MRM and must be approved by the CEO, MEM and Council’s Manager Communications and Marketing. Policy, financial or political matters are to be released by the CEO or senior management. If the emergency is of a large scale and DHHS is significantly involved with the municipality, then both agencies should consult prior to the release of information.

4.5.4 Dissemination

Liaison must take place so that duplication and confusion does not occur. Immediate use of the media should be made to avoid phone congestion. The public will be advised to direct calls to appropriate agencies and centres with adequate facilities, staff and knowledge to answer questions or disseminate information. The public can access information about emergencies via a number of mechanisms, including but not limited to (not all of these may be established for all emergencies);

- Emergency Alert;
- Vic Emergency Ap;
- Standard Emergency Warning Signal (**SEWS**)
- Vic Emergency Hotline
- CFA and DELWP websites;
- Bureau of Meteorology (**BOM**) website;
- ABC radio;
- Telephone services;
- Radio stations;
- Television;
- Local telephone information lines;
- Newspapers (particularly in extended response and recovery phases);
- Ethnic groups, and ethnic radio stations and newspapers;
- Community newsletters;
- Information centres (‘one-stop shops’);
- Outreach programs;
- Community organisations;
- Church/religious groups;
- Council’s website home page; and
- Social media – Facebook, Twitter.

4.5.5 Disabled and Culturally and Linguistically Diverse (CALD) Groups

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 102	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	----------------------	----------------------------	----------------------------	----------------

Special considerations need to be given to warning disabled and non-English speaking groups. In the case where information or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist. The City of Ballarat has developed Support Plan No. 09 (refer to Part 5 of this Plan) specifically to address the needs of CALD groups.

4.6 Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility to issue warnings to potentially-affected communities, and other agencies. Where this is not practicable, the Incident Controller must notify the MERC, who in turn will facilitate warnings being issued.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use (e.g. television, radio or internet). They will also determine whether a telephone alert, which is one of a range of tools, needs to be issued.

4.6.1 Emergency Alert

Emergency Alert is a telephone-based national warning system that enables messages to be sent via landline and mobile telephones. Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings. The Emergency Alert website is www.emergencyalert.gov.au.

4.6.2 Standard Emergency Warning Signal (SEWS)

The SEWS may be used to alert the public to an actual or impending emergency or for the dissemination of public information. Authority to use the signal must be given by the Incident Controller. The SEWS is an electronic warning signal to be used in assisting the delivery of public warnings and messages for major emergencies to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and/or
- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast.

The responsibility for issuing the SEWS lies with the Incident Controller. SEWS should only be used for the Emergency Warning category of warnings as the overuse can diminish its effectiveness.

4.6.3 Information Resources

The following systems are an essential part of these arrangements and should be utilised if and when required:

- Council’s Communications and Marketing Unit;
- The City of Ballarat’s website, as well as Twitter and Facebook;
- Electronic media;
- Police Media Liaison;

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 103	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	----------------------	----------------------------	----------------------------	----------------

- Literature/brochure information; and
- The print media.

If an emergency requires a concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Unit may be contacted through the MERC. The City of Ballarat has also implemented a Media/Communications Support Plan (Recovery Support Plan 7).

4.7 Briefings

All briefings conducted at the MEOC and ERCs will use the “Situation Mission Execution Administration Communications Safety” (**SMEACS**) format. This will ensure the accuracy of information, from receipt of a request to personnel who implement the request. SMEACS also provides the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in an emergency-affected area.

4.8 Debriefing Arrangements

4.8.1 Council Debrief

As soon as practicable following an incident, the MEM or the MERO will arrange for a debrief that addresses Council’s response and asset recovery operations. The MRM, in some instances, may choose to conduct a debrief with their recovery team to address recovery issues.

All City of Ballarat debriefs (response and recovery) may also include other agencies that have been involved in the incident.

4.8.2 Other Debriefs

A debrief may be held by the control agency to determine the effectiveness of the operation following the incident.

An additional debrief may be conducted for the Regional Recovery Committee to cover specific recovery issues and will be convened and chaired by the MRM or DHHS.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 104	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	----------------------	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Part Five: Emergency Relief & Recovery Arrangements



Contents

Part Five: Emergency Relief & Recovery Arrangements	4
5.1. Introduction.....	4
5.2. Recovery Management Principles.....	4
5.3. National Recovery Management Principles.....	4
5.4. Key References	5
5.5. Key Recovery Planning Considerations	5
5.6. Dimensions of Recovery Planning	6
5.7. Recovery Management Structure.....	8
5.8. Municipal Recovery Process.....	10
5.9. Activation Process	11
5.10. Event Recovery Committees.....	19
5.11. Role of the Department of Health and Human Services in Recovery	21
5.12. Supply of Goods/Services.....	21
5.13. Victorian Government Post Emergency Financial Assistance Measures.....	22
5.14. The Role of Local Agencies	22

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	106 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Part Five: Emergency Relief & Recovery Arrangements

5.1. Introduction

Emergency recovery is the coordinated process of supporting emergency-affected communities in the restoration of their emotional, economic and physical wellbeing, as well as the reconstruction of the communities' physical infrastructure and the rehabilitation of the natural environment.

The purpose of providing recovery services is to assist the affected community towards management of its own recovery. It is recognised that when a community experiences a significant event, there is a loss of social fabric and therefore a need to supplement the personal, family and community structures that have been disrupted by the event.

The recovery plan outlines the commitments of various organisations involved in recovery arrangements in the City of Ballarat. This will enable effective and coordinated management of the recovery process in the event of an emergency. This plan will facilitate the recovery of affected persons, communities and infrastructure as quickly and as practicably as possible. This plan sits within the broader structure of the City of Ballarat's Municipal Emergency Management Plan.

5.2. Recovery Management Principles

- Management and service provision will be devolved as much as possible to the local level. State and Regional recovery strategies, services and resources will *supplement* and *complement* the City of Ballarat's initiatives rather than *replace* local endeavours;
- Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community;
- Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and cooperation through established communication channels;
- Wherever possible, normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.
- Recovery information and recovery services need to be readily accessible to affected individuals, families and communities, and be responsive to their needs and expectations.
- The recovery process may well be protracted and complex, so sufficient time and resources should be provided to allow for completion of the process. It is important to note that, due to the impact of an emergency, normal business timelines and processes cannot always be adhered to by affected persons.

5.3. National Recovery Management Principles

Successful recovery relies on:

- Understanding the **context**,
- Recognising **complexity**,
- Using **community** led approaches
- Ensuring **coordination** of all activities
- Employing effective **communication**



Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	107 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	-------------------------------	---------------------------	----------------

- Acknowledging and building **capacity**

5.4. Key References

- Emergency Management Act 1986;
- Emergency Management Act 2013;
- Emergency Management Manual Victoria (EMMV);
- Municipal Emergency Management Plan (MEMP);
- Municipal Fire Management Plan;
- Regional Relief and Recovery Plan – Grampians Region; and
- National Principles for Disaster Recovery

5.5. Key Recovery Planning Considerations

The Community Emergency Risk Assessment (CERA) Plan identifies the types of risks within the municipality, makes predictions on their likelihood of occurring and degree of impact, but doesn't consider their implications for the recovery process.

The municipal recovery planning process is structured to address key recovery services/activities within the four recovery environments as identified in the State Emergency Recovery Arrangements. These include:

5.5.1. Social Environment

This refers to the impact that an emergency may have on the health and wellbeing of individuals, families and the community, which includes the provision of:

- Temporary accommodation;
- Material and financial assistance;
- Family and personal support;
- Psychosocial support;
- Health and medical services; and
- Community development.

5.5.2. Economic Environment

This area refers to the economic impact that an emergency may have on business, primary producers and the broader economy. The economic impact of an emergency is often hidden, and may need a detailed assessment to determine immediate and long-term effects and may include loss of business due to:

- Reduction in tourism levels;
- Damage to physical premises or inventory;
- Loss of productive land; and
- Unavailability of workers.

5.5.3. Natural Environment

An emergency may impact on the natural environment within a particular geographic area, and may affect:

- Air and water quality;

Part 5 Emergency: Relief Recovery Arrangements

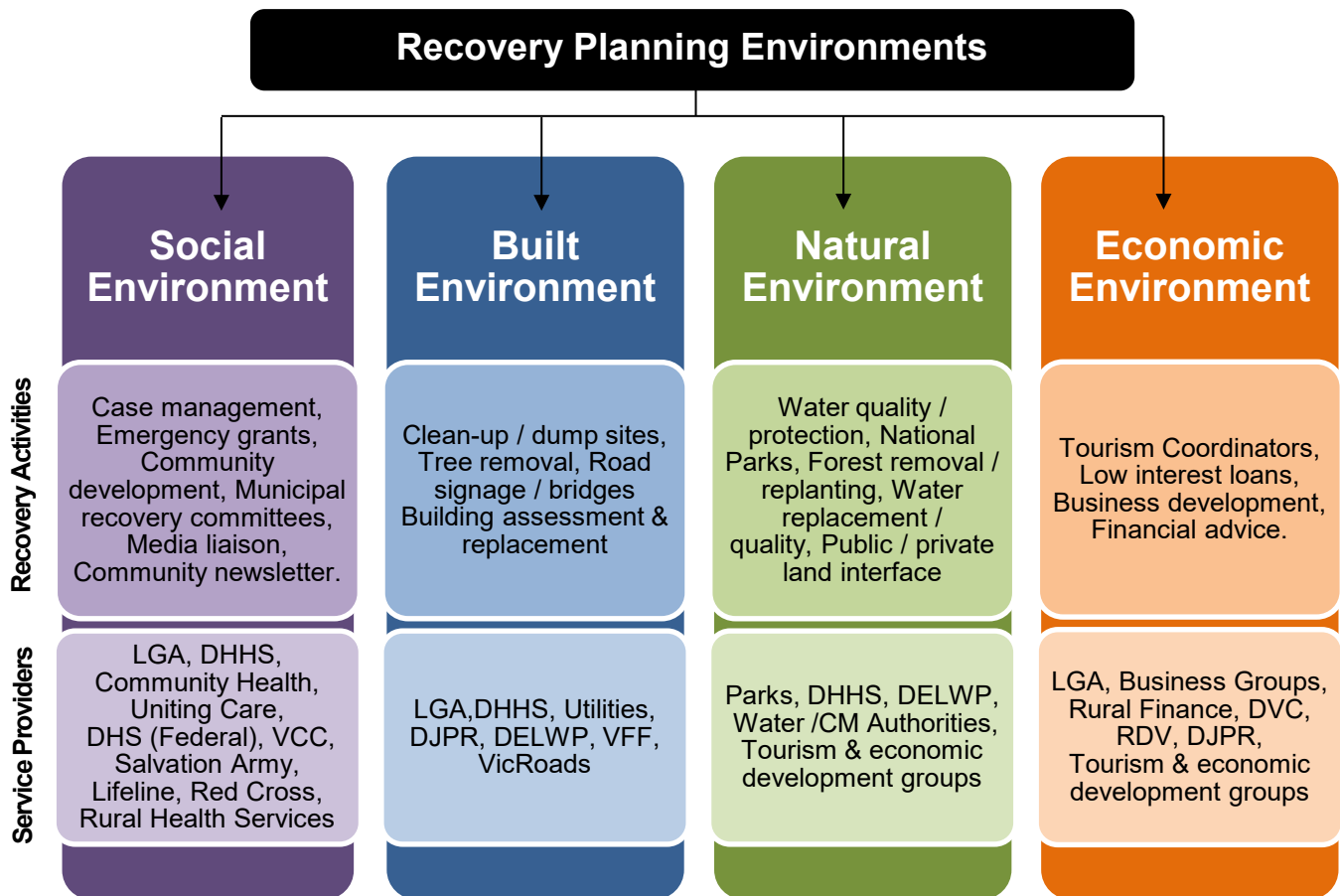
City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	108 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	-------------------------------	---------------------------	----------------

- Public land and National Parks;
- Flora and fauna;
- Ecosystems;
- Cultural and Heritage Sites;
- Marine environments; and
- Waste management.

5.5.4. Built Environment

Physical infrastructure may also be impacted, and it is essential that community assets that have been damaged or destroyed during an emergency are re-established or replaced as soon as possible. Infrastructure assists individuals and the community to go about their daily lives and forms an important part of community identity. The loss of this infrastructure can also impact on the local economy. Community infrastructure may include:

- Essential services - such as water/wastewater management, gas, electricity and communications;
- Roads and bridges;
- Transport;
- Community facilities; and
- Iconic public structures.



Dimensions of Recovery Planning

Diagram 1

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	109 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	-------------------------------	---------------------------	----------------

The City of Ballarat has a number of key planning factors which influence its ability to effectively manage recovery from an emergency. This section of the recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

5.5.5. Pre-event Planning

This is completed as part of the MEMP planning process for all hazards. This planning provides a broad framework and governance for recovery. The intent is to establish and strengthen relationships between individuals, communities and organisations that will play a role in an emergency.

PRE-EVENT-RECOVERY PLANNING CHECKLIST
<i>Identifying emergency risk</i>
Access emergency risk register for the relevant jurisdiction / area / region
Take information from the process to inform the development of recovery planning
Identify community strengths
<i>Engage key/relevant stakeholders</i>
Based on risks identified, engage key stakeholders, including community representatives, local government, and government and non-government agencies.
Provide them with details of risk assessment and request that they consider the potential impacts of this assessment on the community and area of responsibility.
<i>Coordinate all-hazards pre-event planning</i>
Assemble the key stakeholders and facilitate discussion around identified risks and community recovery planning
Ensure that key stakeholders have emergency activation capability and procedures, and operational capacity
Establish escalation procedures
Agree and assign roles and responsibilities
Develop a process for activating and implementing an integrated emergency recovery plan for each of the four environments
Gain endorsement of recovery plans from stakeholder organisations
<i>Exercise, evaluate and review</i>
Plan and undertake exercises to test activation procedures, stakeholder contingency planning
Collectively evaluate outcomes of exercises, identifying successes and opportunities for improvement in recovery planning and request that stakeholders also review their agency-specific emergency contingency planning

5.5.6. Community Recovery Plans

These are post event and tailored specifically for activities following an emergency. This plan is generally operational and developed for each event. The plan aims to agree and communicate the immediate, medium and long-term goals for recovery. The plan will consider the impact of the event, location, community demographics and the vulnerabilities of the community as well as the existing social networks prior to the event, culture and the four recovery environments. Importantly planning must involve the community from the outset. It is critical to have community participation in the post-event planning process to identify specific activities required by the community to re-establish community systems and ensure the outcomes of the recovery process are community driven.

5.5.7. Planning for Resilience

A strong recovery process encourages individuals, households and communities to consider the consequences of events and requires a level of capacity building. It recognises that households and communities are the cornerstone and those that plan for emergencies reduce the need for extraordinary recovery services.

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	110 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

5.5.8. Planning for Business Continuity

Many organisations deliver community-based services that support recovery as part of their core business. These activities are then simply carried out in a different environment when an emergency occurs. Effective community recovery can leverage the business continuity arrangements of organisations and communities. Business continuity arrangements need to seamlessly interface with recovery arrangements. Conversely, community-based services and activities can support business continuity by supplementing normal business levels during recovery event.

5.5.9. Council Business Continuity Planning

Consideration will be given to how normal/core council business functions will be maintained during an emergency recovery operation, particularly when recovery service demands on staff, impact on their ability to undertake their normal duties. Past experiences have shown there is an expectation for normal services to be undertaken as well as the recovery tasks. This can lead to work overload and staff burn-out. Consideration will be given to business continuity in the following areas:

- Staff backfilling - agreements with other LGAs to support this strategy;
- Multi-skilling of staff to undertake other council staff duties in their absence;
- Identification of which Council internal roles can be reduced or postponed;
- Additional employment of a dedicated Recovery Officer and;
- Support requirements for staff who are involved in a recovery operation.

The City of Ballarat has arrangements in place via the Business Continuity Plan, Crisis Management Plan and Mysafety Policies so key recovery staff can be moved off-line from their substantive duties to meet the recovery coordination requirements of an emergency recovery operation. Such arrangements include short and long-term strategies. The welfare of recovery workers has also been considered within those arrangements.

5.6. Recovery Management Structure

5.6.1. Municipal Recovery Manager (MRM)

The role of the MRM is to:

- Notify the CEO via the Municipal Emergency Manager (**MEM**) or Leadership Team member of the nature and extent of recovery activities and the outcomes of the initial internal recovery committee meeting.
- Coordinate municipal and community recovery resources through the activation of relevant recovery staff.
- Assist with the validation and consolidation of information gathered in the post impact assessment.
- Lead the process of establishing priorities for restoration of community services and needs.
- Liaise with the Municipal Emergency Management Planning Committee (**MEMPC**), MEM and the Municipal Emergency Resource Officer (**MERO**) on the best use of municipal resources.
- Establish an information and coordination centre to service the needs of the affected community.

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	11	Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----	---------------------------	---------------------------	----------------

- Liaise, consult and negotiate with recovery agencies on behalf of the affected area.
- Liaise with the Grampians Regional Emergency Management Planning Committee and the Department of Health and Human Services.
- Undertake other specific recovery activities as agreed with the City of Ballarat and / or the MEMPC.

The City of Ballarat has recognised that a single Municipal Recovery Manager (**MRM**) cannot coordinate an emergency recovery operation for an extended period, so five (5) deputies have been trained and appointed to this role.

5.6.1.1. Deputy Municipal Recovery Manager (Deputy MRM)

The role of the Deputy MRM is to:

- Act as the MRM when in a 24-hour emergency recovery environment.
- Understand the implementation and operation of the Municipal Recovery Plans.
- Understand council’s Municipal Emergency Management Plan and Recovery arrangements.
- Assist the MRM in the recovery activities.
- Undertake other specific recovery activities as determined.

**5.6.2. Municipal Recovery Planning Committee (MRPC)
(Sub Committee of the MEMP Committee)**

Planning for an emergency cannot be done in isolation, as it requires partnerships and an integrated approach from many services, to plan and deliver effective recovery services to the community. To address this need, the MEMPC has established a Municipal Recovery Planning Committee to develop strong inter-agency relationships, to build capacity through training and coordinate the planning process.

The Municipal Recovery Planning Committee is a subcommittee of the MEMPC, chaired by Council’s Municipal Recovery Manager with representatives from council, relevant community representatives, recovery agencies and emergency service organisations. The committee is responsible for the recovery planning and preparedness for the City of Ballarat.

5.6.3. Committee Responsibilities

The responsibilities of the committee are:

- Prepare, document, monitor and review the recovery component of the MEMP;
- Report to the MEMP Committee twice a year;
- Establish and maintain recovery service arrangements in preparation for an emergency;
- Through council provide resources to support recovery activities and agencies as requested;
- Ensure effective communication between stakeholders; and
- In the event of an emergency requiring recovery, the recovery planning committee will convene to coordinate and plan recovery activities across the

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	112 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

municipality. This includes establishing the post event community recovery action plan.

5.6.4. Membership

The recovery planners include representatives of the key recovery organisations and agencies who may be involved with the recovery process. These include:

- Municipality (MRM, Deputy MRMs, MEM, MERO, and other key council staff);
- Recovery Agencies (Salvation Army, Red Cross and the Victorian Council of Churches Emergency Ministries VCCEM);
- State Government Departments (DET, DHHS, DELWP and DJPR);
- Response agencies (VicPol, VicSES and CFA);
- Non-Government Agencies (Ballarat Community Health, United Way);
- Service clubs.

Other organisations may be included depending on the skills and expertise required by the Municipal Recovery Planning Committee.

5.6.5. Meeting Frequency

This committee meets at least twice per year and is required to report to the MEMPC on recovery planning and emergency activities. The MRM will convene the Municipal Recovery Planning Committee meetings.

5.6.6. Regional Escalation

The Grampians Regional Relief and Recovery Plan complements local arrangements and clearly identifies the triggers for a regional escalation. Should an emergency impact on the City of Ballarat to a degree where demand exceeds capacity at the local level, or it extends into additional LGAs, then the Regional Recovery Plan will be activated.

5.6.7. Neighbouring Municipalities

Emergencies can impact across municipalities. Such a recovery operation may involve recovery team members from multiple municipalities. Generating a coordinated response will depend upon established relationships with neighbouring municipalities and their recovery managers, as well as a consistent set of recovery protocols and processes.

5.7. Municipal Recovery Process

There are two phases in the recovery process, namely the; Planning and Preparedness phase; and the Emergency Recovery operational phase.

5.7.1. Planning and Preparedness

The MRM is responsible for the development and maintenance of recovery service arrangements within the municipality. More detail on the planning process is covered in Part 4 of this Plan. Ideally, the planning process should involve the Municipal Recovery Planning Committee.

5.7.2. Emergency Recovery Operations

The MRM is to initiate recovery activities as soon as possible or when required, following an emergency. The MRM shall convene a meeting of the key recovery

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	113 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

agencies as soon as is practical to assess the situation. If the coordination of recovery services is deemed beyond the capacity of the MRM, a Committee will be formed to become a Municipal *INCIDENT* Recovery Committee to plan for and manage the recovery process.

Note: The magnitude of the event and the subsequent recovery activities will be determined by the data collected during the Secondary Impact Assessment.

5.7.3. Structure of the Municipal Recovery Planning Process

The municipal recovery planning process is structured to address key recovery services/activities within the four recovery environments identified in the State Recovery Plan. These include:



5.8. Activation Process

Activation of any of the recovery services will be via notification from the MRM/MEM to the individual specific areas.

All persons working in recovery need to be aware of the potential impacts and likely reactions that may be experienced by individuals who have been affected by emergencies, particularly if services are to be delivered in the most supportive and effective means possible.

ACTIVITY	RESPONSIBILITY
During the incident	
Obtain a briefing from the MERO <ul style="list-style-type: none"> Place Deputy MRMs on standby Develop staff rosters in consultation with MERO, MEM and support staff as required 	MRM
Conduct the Initial Impact Assessment (IIA)	Control Agency (Coordinated by EMV)
Activate emergency relief arrangements (MEM Part 5)	MERC, MERO, MRM, Control Agency
Assess the need and plan for a Relief/Recovery Centre based upon data collected from the IIA	MRM & Planning Unit
Respond to reported loss and damage reports as collated during the IIA Process <ul style="list-style-type: none"> Prepare the SIA teams for entry into the impacted when the emergency is under control and it is safe to do so Provision of emergency grants, temporary accommodation, material aid and personal support Implementation of the communications strategy (community meetings, media releases, fact sheets, establishing a central point of contact) 	SIA Coordinator, DHHS, MRM
Immediately after the incident (1-7 days)	
Establish and manage the Emergency Call Centre (Single Point of Entry)	MRM, Customer Service, Social Recovery Coordinator
Continue the needs and post impact assessment to identify: <ul style="list-style-type: none"> What needs to be done Who will undertake those tasks? How will they be coordinated (who will do what, where and when) 	MRM SIA Coordinator DJPR
Establish a mechanism for the provision of essential needs in the impacted area, e.g. resources (financial, human & equipment), water stock feed, temporary fencing, fuel, food and material aid	MRM, DJPR
Activate a Recovery Centre facility in the impacted area if necessary	MRM
Initiate the Recovery Planning process including: <ul style="list-style-type: none"> Convene the Municipal Recovery Planning Committee Establishing the Community Recovery Committee 	MRM DHHS

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	114 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

<ul style="list-style-type: none"> Development of the Municipal Recovery Action Plan structure & framework 	DJPR
If the recovery effort is broader than the City of Ballarat, the Grampians Regional Recovery Committee may be activated to coordinate regional resources	DHHS & Regional Committee MRM Other LGA MRMs as required
If necessary, begin to plan for an outreach program in consultation with relevant service coordinators.	MRM, MRPC, DHHS, Recovery Coordinators
Short Term (2-4 weeks)	
Continue to monitor community needs through the SIA process	MRM MRPC
Continue the Recovery Planning process including the: <ul style="list-style-type: none"> Recovery Action Plan Sub-Committees and Working Groups to address specific recovery needs 	MRM, MRPC, DHHS Recovery Coordinators
Medium Term (2-3 months)	
Continue to implement and monitor the Municipal Recovery Action Plan	MRM & Recovery Coordinators, DHHS, MRPC
Commence planning for the development of a Transition Strategy to enable the timely and appropriate withdrawal of dedicated services and activities and transition to existing community support services	MRM & Recovery Coordinators, DHHS, MRPC
Long Term (4 months onwards)	
Monitor, review and evaluate the Municipal Recovery Action Plan	MRM & Recovery Coordinators, DHHS, MRPC
Continue the development of the Transition Strategy to support a seamless transition of recovery activities (Council and Support Agencies) into core business. Commence implementation as defined in the Strategy	MRM & Recovery Coordinators, DHHS, MRPC

There are five primary phases or steps in emergency recovery operations that are related to a time continuum. The recovery services required in each phase will vary in type or activity.

The phases are:

1. During the incident (usually the response phase);
2. Immediately after the incident (1 – 7 days);
3. Short Term (weeks 2 - 4);
4. Medium Term (months 2 - 3); and
5. Long Term (month 4 onwards). Up to 18 months or even two years depending on the impact of the incident).

The following phases outline the recovery services that may be required during those timelines.

5.8.1. During the incident (depends on length of the incident)

- Reports of losses will be collected through the Municipal Emergency Operations Centre (**MEOC**), to assess the needs of the community;
- Loss assessment team/s should prepare to enter the impacted area when the emergency is under control and it is safe to do so.
- Loss and damage reports, as collated by the MEOC, should be responded to and may include the:
 - Provision of emergency grants, temporary accommodation, material aid and personal support;
 - Activation of relief centres (the MERC, MERO and MRM make the decision on which centre and when); and
 - Implementation of the communications strategy (community meetings, media releases, fact sheets, and establishing a central point of contact).

5.8.2. Recovery trigger points

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	115 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Where it appears to the MERC, after consultation with the relevant agencies that response activities are nearing completion, they will convene a meeting with the MRM and Regional Recovery Coordinator (DHHS), to establish whether:

1. The emergency response has or will soon be concluded.
2. The immediate needs of the affected persons are being managed.
3. The relevant agencies are ready to start, or continue, providing and/or managing recovery services.
4. The Incident Controller has supplied a current handover document.
5. Sufficient damage/impact information has been passed to the MEOC to enable detailed planning for recovery activities.

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates and arrangements will be made to maintain the MEOC functionality for an agreed period.

The MRM is to initiate recovery activities as soon as possible or when required, following an emergency. The MRM shall convene a meeting of the Municipal Recovery Planning Committee including key recovery agencies as soon as practical to assess the situation.

Any requests for recovery services in the City of Ballarat are to be directed to the MRM or the on-call Deputy MRM in the first instance.

The MRM will most likely be notified of the emergency by one of the following people:

- Municipal Emergency Resource Officer (Council)
- Municipal Emergency Response Coordinator (VICPOL)
- Regional Recovery Coordinator (DHHS)

Any requests received from other sources should, in the first instance, be discussed with the MERO and MERC before determining if a recovery related response would be provided.

Recovery activities will be dependent on the type of emergency and its effect on the community. Levels of activities are directly related to the complexity of the impact and the resources required.

Level	General Description
One (Local/Municipal)	MRM providing referral services and follow ups Frequent event, low to medium, no disruption or minor localised disruption and activated through after-hours procedures, coordinated at municipal level. After Hours Duty Officer activation only. i.e. Single house fire.
Two (Municipal/Regional)	Frequency, occasional to rare, with medium complexity. Localised to moderate disruption. Activation through after-hours procedures and/or MEMP arrangements. MRM and Recovery Team involvement in the field and formal information may be provided. MEOC activated. Still within council capacity, may involve Regional arrangements – i.e. aged care facility fire, widespread hailstorm, flash flooding.
Three and above (Regional/State,	Frequency, very rare to extremely rare, high to extreme complexity. Major disruption. Regional arrangements activated, may involve State or Commonwealth plans. Coordination of recovery may be Regional or

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	116 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Commonwealth and Interstate)	State. Activation through the MEMP arrangements. MRM and Recovery Team involvement MEOC activated. i.e. major bushfire, prolonged flooding, cross boundary events, terrorist attacks etc.
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5.8.3. Immediately after the incident (1 – 7 days)

- Impact and needs assessment (See 5.8.6 SIA)
 - Conduct the loss and damage assessment (as outlined in the Planning Committee’s documented process which may include visits to properties) and collate the gathered information for needs assessment and planning purposes. (Figures will need to be verified and validated from initial earlier reports).
 - If necessary, begin to plan for an outreach program in consultation with the relevant service coordinators.
- Convene the recovery planning team to conduct a needs assessment.

5.8.4. Transition from response to recovery

The process of transition from response to recovery is an ongoing one and commences from the time of impact of the emergency. However, an agreement for handover from emergency response coordination to emergency recovery coordination is required to achieve a seamless transition of information, management, resources and coordination activities. For this to occur, the control agency, DHHS, MERC, MERO and MRM should consult to reach agreement on the timing and process of the transition from response to recovery. (Note this may require the formation of an EMT with the relevant agencies for this to occur).

Key considerations in reaching an agreement on the timing of the handover include:

- The nature of the hazard or threat and its potential to continue or reoccur.
- The extent of impact on communities, which may determine if a prolonged transition is required where some areas or affected groups are handed over before others.
- The extent of loss or damage and the extent of emergency relief.
- The anticipated demand on resources during recovery.

In determining the timing and process of handover from response to recovery consideration should be given to:

- Notification of all organisations, stakeholders and the community;
- Media coordination;
- Management of community information sessions;
- Verification and validation of information;
- Operation of the MEOC;
- A schedule for transition to ensure a staged and seamless approach;
- A full situational briefing to all agencies; and
- Closure of any Emergency Relief Centres and opening of a suitable Recovery Centre (which could be at the same location).

5.8.5. Effectiveness of the recovery process

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	11 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	---------------------------------	---------------------------	----------------

It is of the utmost importance to the effectiveness of the recovery process that:

- City of Ballarat’s Municipal Recovery Planning Committee is in place at all times;
- An audit of the vulnerability and resilience of the community has been undertaken;
- Each committee member is representative of a significant aspect of recovery management;
- Local services and resources and contact details for individuals are documented and updated regularly;
- Sub-committees are in place at all times and report on a regular basis to the Emergency Recovery Committee.

The MRM has an established understanding and agreement with the owners/operators of venues nominated as relief and recovery centres regarding their responsibilities should their venue be required for use in an emergency;

- Ongoing training and support is provided to management staff and volunteers involved in the recovery preparedness and implementation;
- An audit of all nominated recovery and relief centres is conducted;
- Resource kits are prepared (and regularly updated); and
- Resource kit locations are well known and accessible.

There may be some individuals and groups within the community who have special needs, for instance:

- Young children may need specialised support to help them understand the emergency event;
- People with poor English language skills may need interpreters;
- People from varying cultural backgrounds may have different social patterns, values and ways of coping with loss and trauma;
- The frail, aged and people with disabilities; and
- People on life support technology will require access to essential services such as power, gas and water.

It is important for recovery planners to be aware that because a person is, for example, being aged does not make them vulnerable. Their vulnerability may stem from frailty or lack of mobility or impaired judgement. Therefore, assumptions about groups in the community need to be challenged and tested.

This information should be gathered as part of the municipal emergency management planning process, when identifying the community profile. The importance of this assessment and subsequent preparation will impact most on those responsible for the recovery process and so this role is highlighted again in this section of the Recovery Plan.

5.8.6. Secondary Impact Assessment (SIA)

The Secondary Impact Assessment process is a detailed assessment of loss and damages, the impact on the affected community, and draws upon the information gathered during the Initial Impact Assessment (IIA). It is an appraisal of the extent

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	118 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency. The City of Ballarat will undertake SIA once the control agency has declared the area safe for entry. The SIA captures identifiable impacts across the four key areas of social, economic, built and natural environments. It assists in the Relief and Recovery Planning and shall be a program of regular analysis, monitoring and review.

The MRM with the assistance of the SIA Coordinator will resource Council personnel to attend to the area of impact and collect information regarding the following:

- Survey the extent of damage and provide an early estimate of anticipated financial and material aid needs.
- Specific information on individual property and/or asset damage i.e. roads, trees, bridges, community buildings, places of worship, assembly buildings, commercial properties, residential properties, and rural properties.
- Basic survey of buildings damaged and estimate on re-occupancy capability.
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions.
- Monitor the acquisition and application of financial and material aid provided or required during the recovery period.
- MRM will create a clear, implementable, and timely Recovery Action Plan.
- Monitoring and reporting on the progress of recovery.
- Reconciliation of information gathered against ratepayer database.

The Secondary Impact Assessment will identify which environments have been impacted. The next task is to identify;

- What needs to be done;
- Who will undertake those tasks;
- How they will be coordinated, who will do what and when; and
- What resources will need to be sourced, from whom and for how long?

Once the needs assessment has been completed, determine whether an Emergency Recovery Committee will need to be established. If so, commence planning for its establishment. The following guidelines outline the terms of reference for an Emergency Recovery Committee.

5.8.7. Short-Term (weeks 2 - 4)

If capacity of some service providers is exceeded or extends across municipal boundaries, activate the Regional Recovery escalation process by contacting the DHHS Regional Emergency Management Coordinator.

- Social Recovery
 - Initiate a case management process for affected citizens and ensure they have personal support, accommodation and material aid; and
 - Implement an outreach program to gather information on how the community is travelling (best done 2 – 6 weeks after the event)
- Financial Assistance
 - A number of organisations will be able to provide emergency grants;

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	119 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

- DHHS will commence processing applications for Hardship Grants where impacted people have lost their primary residence;
- Appeals and Donations - Offers of various kinds will come from the public at large. Bendigo Bank have set up a bank account to be activated during emergencies and accept donations on the effected community's behalf.
- Communication
 - Conduct community meetings (as part of response and recovery);
 - If required, open a Recovery Centre to coordinate information flow (both ways) to the community;
 - Activate mechanisms to inform community of the situation -
 - Council newsletters;
 - Local newspapers and TV;
 - ABC radio (other radio as well);
 - Council meetings;
 - Incident-specific newsletters and mail-outs;
 - Conduct community meetings.
- Recovery Planning Committee
 - Call the first meeting of the Emergency Recovery Committee and activate personnel to coordinate services across some (or all) of the four impacted recovery environments (e.g. social, environmental etc.);
 - Identify resources required to meet the needs of the recovery process;
 - Develop appropriate recovery plans; and
 - Plan for the employment of a Recovery Coordinator if required.
- Maintaining Business Continuity
 - Depending on the size of the emergency, many Council staff may need to be fully (or partially) devoted to the recovery effort. Ensure that backfill is in place for the MRM (and others as required), for periods of up to six months (e.g. support from other LGA's), is arranged.
 - Failure to make provision for this contingency will lead to staff exhaustion and loss of service delivery, potentially prolonging the impact of the incident.
- Support from Government
 - Liaise with regional DHHS to facilitate support;
 - Requests for resources could include funds for a Recovery Coordinator, discretionary purposes and rebuilding of infrastructure; and
 - Specify the timeframe within which assistance is required.
- Regional Recovery Committee
 - If the recovery effort is broader than a single LGA, the Regional Recovery Committee will be activated to coordinate regional resources. If that is the case, then:
 - Ensure there is suitable representation on the Regional Recovery Committee (MEM).
 - In conjunction with DHHS and other recovery agencies, develop funding submissions and recovery strategies for government /ministerial taskforces through the Regional Recovery Committee.
- Debrief & Reporting (after week 1)
 - Capture learning's and see how recovery services and staff are travelling; and
 - Conduct appropriate local recovery debriefs and attend regional debriefs.

5.8.8. Medium-Term (months 2 - 3)

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	120 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Many of the actions initiated in the earlier phases will continue in the medium term and include:

- **Social Recovery**
 - Continued case management of affected citizens;
 - Actioning outcomes of the outreach program;
 - Distributing milestone fact sheets;
 - Appointment of a Recovery Coordinator and developing an action plan;
 - Implementing Recovery Coordinator action plans; and
 - Commencing community social events.
- **Financial Assistance**
 - Finalise emergency grants; and
 - Hardship grants may still be being processed but will be finalised in this period.
- **Recovery Planning Committee**
 - Meet as required and report to Emergency Recovery Committee;
 - Implement recovery plans.
- **Emergency Recovery Committee**
 - Meet as required and develop appropriate action plans and recovery strategies;
 - Coordinate the recovery process;
- **Communication**
 - Expansion of the communication strategy (regular media releases and newsletters);
 - Ongoing operation of the recovery centre (if required); and
 - Conduct community awareness workshops.
- **Debrief & Reporting (after week 6)**
 - Capture learning's and see how recovery services and staff are travelling; and
 - Reposition strategy/agencies and seek extra resources if required.

5.8.9. Long-Term (month 4 and onwards to conclusion)

Recovery activities in this period will reach their conclusion at different points in time. The aim of the recovery committee is to assist the community to recover to a position equal to, or better than, before the emergency. Community needs will be ultimately brought under the umbrella of community service providers as it was prior to the emergency.

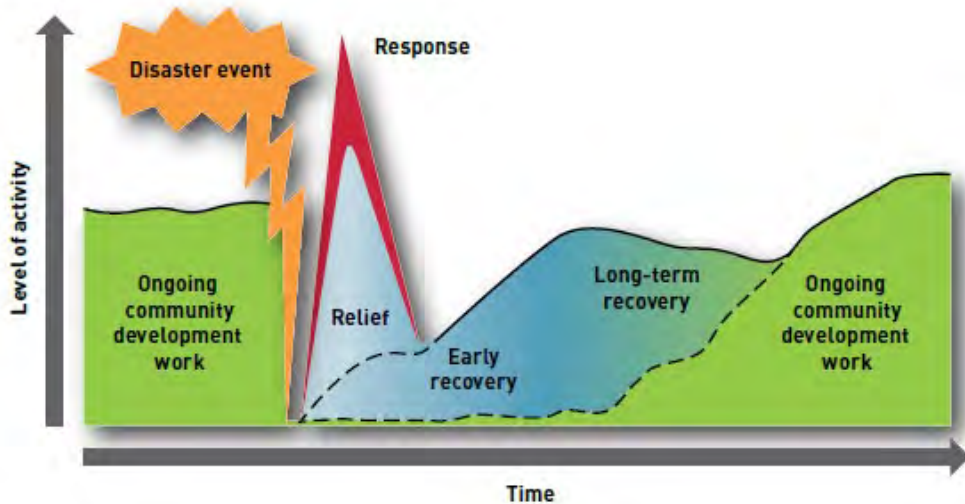
The following actions need to be considered and applied according to need:

- Case management of affected citizens (NB: 20% of affected people are likely to become long-term/ongoing recipients of counselling or other community services);
- Recovery committees will complete their recovery action plan and wind up as required;
- Completion of Recovery Coordinator action plan/s (community engagement);
- Ensure that a community-based exit strategy is planned for and that the community has been part of the consultation process;
- Debriefs and Reports
 - Maintain regular MRM and Recovery Coordinator debriefs to monitor staff welfare and to ensure that the recovery process is on track;

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	121 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

- Conduct a final debrief with all agencies at the end of the recovery process; and
- Maintain a reporting program through the recovery process and prepare a final report. Learning’s must be documented.



Effect of disaster on ongoing community development and interface with relief and recovery – (Source: AEMI Community Recovery Hand Book)

5.9. Event Recovery Committees

5.9.1. Community Recovery Committee (CRC)

One of the most effective means of involving the community is through a Community Recovery Committee. These committees comprise representatives of government, non-government, private and volunteer agencies as well as councillors, community groups/leader and other representatives of the impacted communities. It is a good idea to include someone who has completely lost their home and other agencies such as Landcare – this widens the dynamics of the committee and gives a better representation of the affected community and will assist in their recovery.

CRCs provide a mechanism through which information, resources and services may be coordinated in support of an affected community. These committees also provide a useful source of information and advice for the affected community and recovery agencies.

The purpose of a CRC includes:

- Reinforcement of local and community orientation of the recovery process
- Recognition of the common interests of members of the affected community
- Ensuring the equitable application of resources and services
- Establishing a mechanism for the identification and prioritisation of community needs
- Overall monitoring of the recovery process
- Providing a means for identifying needs which cannot be met from within the community and which require resource support from other sources.

Where an event has impacted on a number of communities, it may be appropriate to establish a local recovery committee for each affected locality. In these

instances, a central CRC may also be necessary to provide an overall forum for advice, consultation and coordination. CRCs may also emerge spontaneously as a result of local leadership. Council’s role is to sponsor and facilitate these meetings.

5.9.2. Emergency Recovery Committee

Where the magnitude of the event requires community input into the recovery process, a Municipal (*INCIDENT*) Recovery Committee may be established within the affected area.

For example, a *BUSHFIRE* Recovery Committee may be established following a severe bushfire. The same would apply for managing the recovery process for a drought or flood, etc.

5.9.3. Emergency Recovery Committee Membership

The composition of the committee will essentially be members of the Municipal Recovery Planning Committee, but this will vary depending on the extent and type of emergency (i.e. which of the four recovery environments have been impacted). For example, a fire could impact on the social, natural, built and economic environments, but drought will largely impact the social and economic environments.

Membership of the committee could include community leaders and agency representatives as well as the:

- Municipal Recovery Manager;
- MERC and MERO;
- Councillors (representing affected persons);
- Government agencies;
- Community groups;
- Non-government agencies; and
- Volunteers.

5.9.4. Emergency Recovery Committee Responsibilities

- Address the impact of the emergency on the four environments and coordinate the required recovery services. Undertake specific recovery activities as determined by the circumstances and the Committee;
- Monitor the overall progress of the recovery process in the affected community. This can be done by -
 - Receiving feedback from personal support case managers;
 - Conducting outreach services to the affected community;
 - Monitoring service requests via Council reception and/or the recovery centre;
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and State Government Departments;
- Liaise, consult and negotiate on behalf of the affected communities, with recovery agencies, government departments and municipal councils;
- Liaise with the DHHS Regional Recovery Coordinator;

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	123 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	-------------------------------	---------------------------	----------------

- Ensure the affected community is consulted before recovery activities are undertaken;
- Provide leadership and support to staff specifically employed for the recovery effort (e.g. a Community Development Officer or Business Recovery Officer).

5.9.5. Emergency Recovery Committee Activation

If an Emergency Recovery Committee is required to manage the recovery process, determine:

- The most suitable chair (recommend the MRM, Recovery Coordinator or a Council member);
- The membership, which could include local community leaders, Recovery Coordinator, MRM, LGA councillor representative, DHHS, Rural Finance, DJPR, DELWP, local counselling agency representative, local business/farming organisations and other appropriate organisations and individuals;
- How often the Committee should meet;
- The reporting process; and
- Level of authority.

5.10. Role of the Department of Health and Human Services in Recovery

The DHHS will conduct the following tasks:

- Develop a Regional Emergency Recovery Plan;
- Coordinate Regional Recovery across the four recovery environments, represent regional recovery on Divisional Response Committees;
- Assist LGAs in the development of local recovery strategies;
- Assist LGAs in the conduct of local recovery procedures during an incident (for those incidents within the capacity of the LGA);
- Coordinate agencies in the conduct of recovery procedures during a regional incident (for those incidents beyond the capacity of the LGA to respond to or for incidents that affect multiple LGA's);
- Attend LGA Community Recovery Committee meetings;
- Provide access to recovery information for regional organisations, agencies and communities;
- Disseminate appropriate and relevant recovery information and advice to regional organisations, agencies and communities;
- Provide current and appropriate advice to government on status of regional communities during an incident; and
- On behalf of regional LGAs, seek government support and funding during and in preparation for an incident.

5.11. Supply of Goods/Services

The municipality and other recovery agencies should obtain and pay for goods/services through their own supply systems.

The Municipal Recovery Manager, with the assistance of the DHHS, will coordinate the acquisition and supply of funds/goods/services which cannot be provided by the

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	124 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

municipality or participating agencies. When goods can only be obtained in such a manner, payment approval from the DHHS is required prior to the goods/services being obtained.

5.12. Victorian Government Post Emergency Financial Assistance Measures

These are contained in the Emergency Management Manual Victoria, Part 8 – Appendices and Glossary, Appendix 1.

5.13. The Role of Local Agencies

5.13.1. Local Council

- Coordinate recovery arrangements;
- Convene a Community Recovery Committee;
- Provide information;
- Establish and manage Emergency Relief/Recovery Centres;
- Re-establish and repair damage to Council infrastructure;
- Housing of lost/stray companion animals; and
- Ensure that debriefing opportunities are available for all agencies involved in the recovery process.

5.13.2. Local Agencies role by service Area

Service Area	Description	CoB Responsible position	Agencies to assist with or to deliver service
Accommodation	To assist in the provision of emergency / temporary accommodation after an emergency.	MRM	<ul style="list-style-type: none"> • Red Cross (Non Major incidents only) • Salvation Army • DHHS
Active Ageing	To plan for and coordinate the recovery process for aged and disabled people in the municipality. Identification of other vulnerable groups would be valuable.	Executive Manager Active Aging	<ul style="list-style-type: none"> • Aged Care providers • HACC funded agencies • Community Health Centres • DHHS
Animal Welfare	Assist / destroy injured stock / wildlife. Coordinate the disposal of dead stock and/or emergency feed/fodder supplies. Identify holding areas for stock/pets etc. Provide cages/leads etc. for animals at relief/recovery centres. Round up escaped stock.	Shelter Manager / Coordinator Compliance & Parking Enforcement	<ul style="list-style-type: none"> • Municipal Animal Shelter • DJPR • Environmental Health Officer • Victorian Farmers Federation • Parks Victoria • Wildlife Network
Catering	To provide food services as required attendees at Emergency Relief Centres.	MRM	<ul style="list-style-type: none"> • Red Cross • Ballarat Health Services (through MOU with Red Cross) • Salvation Army
Clean Up	To plan for and coordinate the clean-up process after an emergency, including the provision of temporary resources as required, e.g. toilets, generators, earthmoving equipment, furniture & skip bins.	Executive Manager Operations & Environment (MERO) / Recovery Officer	<ul style="list-style-type: none"> • Coordinator Environmental Services • VicSES • Local Contractors (e.g. earthmovers) • Service Clubs • Suez • Hire businesses

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	125 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Communications / Media	To coordinate and provide accurate information internally and to the public after an emergency (keeping in line with - one source one message).	Manager Communications & Marketing	<ul style="list-style-type: none"> Mayor / Councillor CEO / Directors Lead response agency VicPol Local Media
Community Development	To coordinate community events and activities that will assist the community's recovery from the impacts of an emergency.	Executive Manager Engaged Communities	<ul style="list-style-type: none"> Ballarat Community Health DHHS Community group representatives Rural Access Workers
Cultural and Linguistic Diversity	To identify the considerations and requirements necessary to meet the needs of Ballarat's cultural and linguistically-diverse community	Coordinator Cultural Diversity	<ul style="list-style-type: none"> City of Ballarat BRMC – Ballarat Regional Multicultural Council Representatives from various CALD Groups
Donations and Material Aid	To coordinate the collection and distribution of donated goods, services and money following an emergency. (Financial Donations are now coordinated through Bendigo Bank)	Manager Accounting Services	<ul style="list-style-type: none"> Salvation Army Uniting Churches Vinnies Bendigo Bank (Financial Donations)
Economic Development	To coordinate and initiate economic development activities to assist local businesses to recover following an emergency.	Manager Economic Development	<ul style="list-style-type: none"> Business Development Officers Tourism Development Officers RDV Rural Finance Rural counsellors
Emergency Relief /Recovery Centre Management	To coordinate and staff Emergency Relief and Recovery Centres (ERCs) as established by the MERO and MRM. Regular maintenance of the ERC registers and support resources confirmation.	MRM	<ul style="list-style-type: none"> ERC Managers DHHS (recovery centre support) Red Cross Salvation Army St John Ambulance Ballarat Community Health VicPol VCCEM
Environment & Cultural Assets	To assess, advise on and repair damage after an event including tree safety / assessment; replanting / revegetation; erosion prevention and control.	Vegetation Planning Officer / Coordinator Parks & Gardens	<ul style="list-style-type: none"> Landcare Groups CoB Parks and Gardens DELWP Local Contractors CMA's Parks Victoria
Environmental Health	To assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety / disposal, septic systems, safe disposal of waste, provision of temporary toilets / facilities etc.	Manager Environmental Health	<ul style="list-style-type: none"> Municipal Environmental Health Officer Regional Environmental Health Officer EPA
Family and Children's Services	To plan for and coordinate the recovery process for children under 12 years and provide childcare services to relief / recovery centres.	Executive Manager Family & Children's Services	<ul style="list-style-type: none"> Family Day Care Providers Maternal and Child Health Nurses Childcare Centres Preschools Community Nurses

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	126 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Fencing	To coordinate the reconstruction of boundary fencing of rural properties following damage incurred during an emergency.	MRM	<ul style="list-style-type: none"> • Victorian Farmers Federation • Service Clubs • United Way • Blaze aid
Financial Assistance	To coordinate the distribution of financial aid to individuals and communities after an emergency. A range of financial grants and subsidies will be offered by various agencies requiring coordination.	Manager Financial Services	<ul style="list-style-type: none"> • DHHS • Centrelink • Salvation Army • Red Cross (if activated at a state level) • Rural Finance Corporation • Insurance Council of Victoria
Infrastructure	To rebuild and restore community infrastructure / utilities after an emergency.	Executive Manager Operations & Environment (MERO)	<ul style="list-style-type: none"> • Powercor • Gas Companies • Central Highlands Water • Telstra • CMA
Psychosocial Support	To coordinate the provision of personal support and counselling services during and after an emergency. Case management of affected members of the community will be the preferred approach and outreach services will be coordinated from this service area.	MRM / Recovery Officer	<ul style="list-style-type: none"> • Ballarat Community Health • Victorian Council of Churches Emergencies Ministry • Salvation Army • Red Cross
Secondary Impact Assessment	To coordinate the assessment of damage and losses following an emergency. The gathered information will greatly assist the recovery planning and service provision in the recovery process.	MRM / Project Manager	<ul style="list-style-type: none"> • Staff from many areas across council • DJPR • Municipal Building Surveyors • Environmental Health Officer
Volunteer Coordination	To support and coordinate the registration of spontaneous volunteers during and after an emergency.	MRM / ERC Manager	<ul style="list-style-type: none"> • United Way

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	127 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

5.13.3. Roles by Agency

Department of Health & Human Services (DHHS)	<ul style="list-style-type: none"> • Through the Department's regional infrastructure, help with financial information and language services, and coordinate the provision of emergency accommodation, material aid, personal support or counselling services, as required when local resource capacity is exceeded; and • Provide financial support through Financial Emergency and Hardship Grants.
Salvation Army	<ul style="list-style-type: none"> • Coordinate and provide material aid; and • Use the Regional/State service network to provide assistance to affected individuals.
Ballarat Health Services	<ul style="list-style-type: none"> • Acute beds; • Emergency Department; • Aged care services; and • Allied health services and nursing.
Ballarat Community Health	<ul style="list-style-type: none"> • Personal support and counselling services for affected people using a case management approach; • Coordinate outreach services; and • Debriefing and trauma counselling.
Victoria Police (VicPol)	<ul style="list-style-type: none"> • Registration of evacuees (Register. Find. Reunite. undertaken by Red Cross on VicPol's behalf); and • Relief Centre attendance.
Victorian Council of Churches Emergencies Ministry (VCCEM)	<ul style="list-style-type: none"> • Assist with general welfare and personal support activities; and • Meet and greet - Triage services at Emergency Relief Centres.
Red Cross	<ul style="list-style-type: none"> • Non-Major emergency assistance; • Lead agency for emergency catering requirements; • Registration and enquiry services at Relief/Recovery Centres (Register. Find. Reunite. For VicPol); • Use Regional/State network of service to provide psychological first aid, assistance and information; and • Collection and distribution of Appeal Funds at State level.
Regional Development Victoria (RDV)	<ul style="list-style-type: none"> • Provide grants to local government to assist with community and infrastructure redevelopment through the MRM; and • Fund financial counselling for businesses.
Department of Jobs, Precincts and Regions (DJPR)	<ul style="list-style-type: none"> • Provide local government with community development grants; • Undertake Secondary Impact Assessments on rural properties; • Reinstatement / restoration of major infrastructure; • Farm animal welfare; • Farm management advice and projects; and • Coordinate farm stock fodder and agistment.
Department of Environment, Land, Water & Planning (DELWP)	<ul style="list-style-type: none"> • Rehabilitation of state forests, parks and land; • Wildlife Welfare; • Restoration of water & wastewater; and • Assistance clearing boundary fences along state land.
Catchment Management Authorities (CMAs)	<ul style="list-style-type: none"> • Ensure sufficient water is available to the impacted community; and • Rehabilitate impacted catchment areas.
St John Ambulance Victoria	<ul style="list-style-type: none"> • Provide initial First Aid at Emergency Relief Centres

Part 5 Emergency: Relief Recovery Arrangements

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	128 Issue Date August 2019	Review Due August 2021	Version 4.0
--	------------------	----------------------------------	---------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Part Six: Support Arrangements



Contents

Part Six: Support Arrangements.....	3
6. Introduction	3
6.1 Vulnerable Persons Register and Facilities with People at Risk.....	3
6.2 Evacuation.....	3
6.3 Emergency Relief	4
6.4 Communications	5
6.5 Public Health and Medical	6
6.6 Post Impact Assessment	7

Part Six: Support Arrangements

6. Introduction

Support tasks and functions are an important component of effective emergency management arrangements including, in this section, details of additional support arrangements that are applicable to the City of Ballarat.

6.1 Vulnerable Persons Register and Facilities with People at Risk

The 2009 Victorian Bushfire Royal Commission examined community safety and recommended that Municipal Emergency Management Plans (**MEMPlan**) must contain information on Vulnerable People. The MEMPlan must contain:

1. Information about community organisations already working with Vulnerable People at a municipal level;
2. A register of facilities where Vulnerable People are likely to be situated; and
3. A register of 24/7 contact details of funded agencies with identified Vulnerable People.

The complete list of Facilities with People at Risk and contact details can be found in Part 7 of this Plan.

6.2 Evacuation

Evacuation is a risk management strategy requiring the planned relocation of people from a dangerous or potentially dangerous area to a safer area. The process of evacuation also involves the return of the affected community. The decision to recommend that people evacuate rests with the Control Agency in conjunction with Victoria Police (**VicPol**) and is also based on expert advice. Once the decision has been made, VicPol are responsible for carrying out the evacuation process (in consultation with the Incident Controller and Health Commander) in accordance with the Evacuation Guidelines of the Emergency Management Manual Victoria (**EMMV**), Part 8 Appendix 9.

In most emergency situations in Victoria, a person cannot be forced to leave a property if they have a pecuniary interest in the property, or any goods thereon.

Consideration must be given to:

- The area which is to be evacuated;
- The number of evacuees;
- Method/s of alerting the “at risk” community;
- Resources required;
- The time frame available;
- The route to be followed;
- The means of transport;
- The location to which evacuees will be asked to attend;
- The cultural diversity of those to be evacuated; and
- The requirements of special needs groups.

Once the decision to evacuate has been made, the City of Ballarat’s Municipal Emergency Response Coordinator (**MERO**) and Municipal Recovery Manager (**MRM**) should be contacted to assist in the implementation of the evacuation. The City of Ballarat will provide advice regarding the most suitable Emergency Relief Centres (**ERC**), and other resources

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	131	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	------------------	-----	----------------------------	----------------------------	----------------

that may be required, e.g. public health, emergency relief considerations or requirements and special needs groups.

Assistance in an evacuation may be provided by the following agencies:

- Victoria State Emergency Service (**VicSES**);
- Ambulance Victoria (**AV**);
- VicRoads;
- Red Cross;
- Country Fire Authority (**CFA**);
- City of Ballarat; and
- Department of Health & Human Services (**DHHS**).

6.2.1 Five Stages of Evacuation

Decision: The decision to evacuate people who are at risk during an emergency is not always straightforward, as it is often based on incomplete or unverified information in a rapidly developing situation. Timing of the decision is a significant issue.

Warning or Recommendation: In emergency response, the terms ‘warning’ and ‘alert’ are often used to refer to communications from response agencies to the community to inform them of an impending emergency and/or provide them with information or advice regarding heightened risk situations. Applied to evacuations, messages to the community will be either a warning to affected people that they prepare to evacuate or a recommendation that they evacuate immediately.

Withdrawal: Withdrawal is the removal of people from a dangerous or potentially dangerous area to a safer area. The Victoria Police Evacuation Manager is responsible for managing the withdrawal from the affected area which includes developing an evacuation plan which clearly identifies activities and timelines as well as roles and responsibilities of any agencies involved. This will include consultation with the Health Commander and other agencies where required.

Shelter: Emergency shelter provides for the temporary respite of evacuees. It may be limited in facilities, but should provide security and personal safety, protection from the climate and enhanced resistance to ill health and disease. These should also aim to sustain family and community life as far as possible in difficult circumstances. Municipal councils are responsible for the provision of emergency shelter and for managing Emergency Relief Centres, which should be communicated to the public when required.

Return: The final stage of the evacuation process involves the return of people to the place from which they were evacuated. The Incident Controller makes the decision to advise people that they can return to the affected area in consultation with police and other relevant agencies.

6.3 Emergency Relief

Emergency relief is a response requirement and is the provision of support and essential needs to persons; affected by, or involved in the management of, an emergency. The City of Ballarat is responsible for emergency relief at the municipal level. At the State and Regional levels, emergency relief is the responsibility of DHHS supported by Red Cross. The aim is to coordinate the provision of emergency relief to an affected community and, when required, to Control and Support Agencies.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	132	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	------------------	-----	----------------------------	----------------------------	----------------

Role: To establish a system for the provision of any and/or all functional services under emergency relief. In the event of requirement for any or all the functional services of emergency relief, the request must be channelled through the MERO. The MERO will contact the MRM, who will activate the required functional services. All functional services operating in the ERC will report back to the MRM via the Relief Centre Manager.

6.3.1 Catering

The Red Cross is the primary agency for the coordination of catering in the City of Ballarat. If any emergency extends to Regional and/or State level, Red Cross remain the coordinating agency.

For further details, please refer to Support Plan No. 04 – Catering.

6.3.2 Material Needs

The Salvation Army is responsible for material needs and will coordinate material-need providers. They are supported by:

- St. Vincent de Paul Society; and
- Uniting Care Ballarat;

For further details, please refer to Support Plan No. 10 – Donations and Material Aid.

6.3.3 Emergency Relief Centres

The City of Ballarat has identified the location of suitable ERCs in the municipality. A complete list of designated ERCs can be found in Appendix 7 and in Support Plan No. 20 - Emergency Relief/Recovery Centre Management.

6.3.4 Register.Find. Reunite.

VicPol are responsible for the registration of emergency-affected people but have delegated the physical task of registration to Red Cross. Contact details are listed in Part 7, Appendix 11 (Contact Directory) of this Plan.

6.3.5 Personal Support and Counselling

The City of Ballarat will activate the provision of these services through Psychosocial Support, Support Plan No. 18. Ballarat Community Health has been identified as the lead agency for personal support and counselling.

6.4 Communications

VicPol is delegated the responsibility for communications. This is in accordance with the Support Agencies and Agencies for Response arrangements in the EMMV (Part 7), which identifies VicPol as the primary support agency for communications.

6.4.1 Telephone Communications

The Telstra network will be the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible. Municipal Emergency Operation Centres (**MEOC's**), ERCs and Staging Areas have all been identified as suitable due to them already having appropriate communications facilities in place.

Additional telephones can be provided by Telstra upon request by the Control Agency Incident Controller. All costs, related to such installations, are the responsibility of the requesting agency or organisation.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	133	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	------------------	-----	----------------------------	----------------------------	----------------

6.4.2 General

All agencies having a role under this Plan are responsible for the provision of their own communications systems during emergencies. Any agency not possessing a communications network, but requiring communications during an emergency, will put their request to the MERO who will, where possible, arrange for the request to be actioned.

6.4.3 Communications Resources

The following organisations have communication facilities and resources which may be available in an emergency:

- WICEN;
- Taxis;
- Telstra;
- Department of Environment, Land, Water & Planning (**DELWP**);
- VicPol;
- CFA; and
- VicSES.

Contact details for these organisations can be found in the Contact Directory in Part 7 of this Plan.

6.5 Public Health and Medical

The Manager Environment Health has been delegated responsibility for the Municipal Public Health Emergency Management Sub-Plan (**MPHEMP**). The content of the MPHEMP is to instigate preparedness activities and contribute to an efficient emergency response to situations of potential, imminent or actual public health risks. In addition to the MPHEMP, the City of Ballarat is required to prepare plans to facilitate the emergency management of specific public health issues; Influenza Pandemic Sub-Plan and Heatwave Response Plan. These Plans should be read in conjunction with the MPHEMP.

The Environmental Health Manager is responsible for all public health matters in the municipality and will activate the MPHEMP in consultation with the MERO and MRM. All actions must be in accordance with the State Health Emergency Response Plan (**SHERP**).

6.5.1 Environmental Health

The MPHEMP can be activated autonomously in line with the SHERP where there are actual or possible significant public health consequences (but no immediate casualties such as in a major emergency) which may impact upon the health and wellbeing of members of the local or regional community. Incidents of this type include contaminated food, water, infectious diseases etc. In the absence of the Environmental Health Manager, his/her deputy will take over the role.

The responsibilities of the Environment Health Officer (**EHO**) in emergencies are to address the public and environmental health risks associated with:

- Food safety (including donated food) ensuring hygienic food handling - safe production, storage and distribution;
- Safe and adequate water supply including advice on water supply and sewage disposal;

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	134	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	------------------	-----	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

- Infectious disease control;
- Emergency shelter and accommodation, including assessment and provision of advice in relation to occupation of accommodation in conjunction with the Municipal Building Surveyor (**MBS**);
- Waste collection and disposal;
- Waste water management;
- Emergency toilets and ablution facilities;
- Vermin and vector control;
- Assistance with the identification of disposal methods for dead stock and other animals in accordance with the AUSVET Plan for Environmental Protection Authority (**EPA**) and DELWP approval; and
- Pollution of water, land and air.

6.5.2 Medical

Implementation of the medical arrangements where people are injured or/and require medical assistance will be by Ambulance Victoria and hospitals within the municipality. All responses must comply with the arrangements in the SHERP.

Ambulance Victoria will be responsible for contacting additional First Aid support when required (e.g. through St. Johns Ambulance).

6.5.2.1 Management of Medical Response

Medical response management at an emergency scene will be carried out by the Health Commander, who is the highest ranked Ambulance officer present.

The role of the Health Commander at the scene of an emergency is to:

- Arrange resources, as required;
- Provide triage (i.e. prioritise patients for treatment);
- Coordinate the transport of patients; and
- Determine the destination of patients.

There may also be the need for activation of the Field Emergency Medical Officer Program (**FEMOP**), Victorian Medical Assistance Team (**VMAT**) and First Aid agencies for complex or large emergencies.

Ballarat Health Services (Ballarat Base Hospital) and St. John of God Hospital have the ability to cope with a number of major casualties. Some casualties and more serious injuries will be transported by road or air to other hospitals as determined by the Health Commander. A list of local Medical Practitioners is held at Ballarat Base Hospital. Ballarat District Nursing and Health Care Inc. holds a list of nurses who will be able to travel independently to scenes. Ballarat Health Services can deploy up to two VMAT's as needed.

6.6 Post Impact Assessment

6.6.1 Initial Impact Assessment

An Initial Impact Assessment (**IIA**) gathers critical impact information concerning the extent of damage, disruption and breakdown to the community and its

infrastructure as a result of the emergency. IIA captures identifiable impacts across the four key areas of social, economic, built and natural environments. This information also assists the City of Ballarat and other agencies by informing the decision-making process to ensure safety to life and property.

Coordination of the IIA is the responsibility of Emergency Management Victoria (EMV) but the responsibility of its completion remains with the Control Agency. Basic impact assessment will be made and information on things such as road damage, streets impacted, services disrupted, and other collective data will be ascertained. The IIA process (24-48hrs after access to the area) aims to gather critical information to provide a snapshot of impacts to the area. The IIA is not intended to provide specific information on individual impacts but is broad and community based.

Should the emergency extend beyond the boundaries of the City of Ballarat, the IIA may be merged with the other affected municipality. Information that the Control Agency gathers through the IIA process during emergency response will be made available to the municipality to form the bases of the more detailed Secondary Impact Assessment during the recovery phase.

6.6.2 Secondary Impact Assessment

The Secondary Impact Assessment Recovery (SIAR) process is a detailed assessment of loss and damages, and the impact on the affected community. The SIAR draws upon the information gathered during the IIA and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency. The City of Ballarat will undertake this assessment once the Control Agency has declared the area safe for entry.

The information collected at this stage will, in conjunction with the IIA data, form the SIAR. The SIAR captures identifiable impacts across the four key areas of social, economic, built and natural environments. It assists in relief and recovery planning and will be a program of regular analysis, monitoring and review.

The MRM, with assistance from the SIAR Coordinator, will resource Council personnel to attend to the area of impact and collect information regarding the following:

- The extent of damage and an early estimate of anticipated financial and material aid needs;
- Individual property and/or asset damage, e.g. roads, trees, bridges, community buildings, places of worship, assembly buildings, commercial properties, residential properties and rural properties;
- Building damage and an estimate on re-occupancy capability;
- A priority listing for restoration of community needs to assist agencies in the performance of their functions;
- The acquisition and application of financial and material aid provided or required during the recovery period;
- The progress of recovery; and
- A reconciliation of information gathered against the ratepayer database.

Based on this information, the MRM will create a clear, implementable, and timely Recovery Action Plan.

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	136	Issue Date: August 2019	Review Due: August 2021	Version 4.0
--	------------------	-----	----------------------------	----------------------------	----------------

Municipal Emergency Management Plan 2019-2021

Part Seven: Appendices



Part Seven: Appendices

Appendix No.	Description
1 (a)	MEMPlan Map
1 (b)	Ballarat SEIFA Map
2	CERA Dashboard
3	MEMP Demographic Profile
4	Agenda Template
5 (a)	MEOC Operational Procedure
5 (b)	MEOC Set-up Map
5 (c)	MEOC Operational Structure
6	Special Plans and Arrangements
7	Emergency Relief Centres
8	Neighbourhood Safer Places
9	Glossary of Terms/Abbreviations
10	Distribution List
11	Contact List
12	Bibliography
13	List of Facilities with People at Risk
14	Guidelines for Emergency Response/Recovery Resource Procurement and Financial Arrangements

Municipal Emergency Management Plan 2019-2021



*****Please note that some appendices and information have been removed as they contain confidential details*****

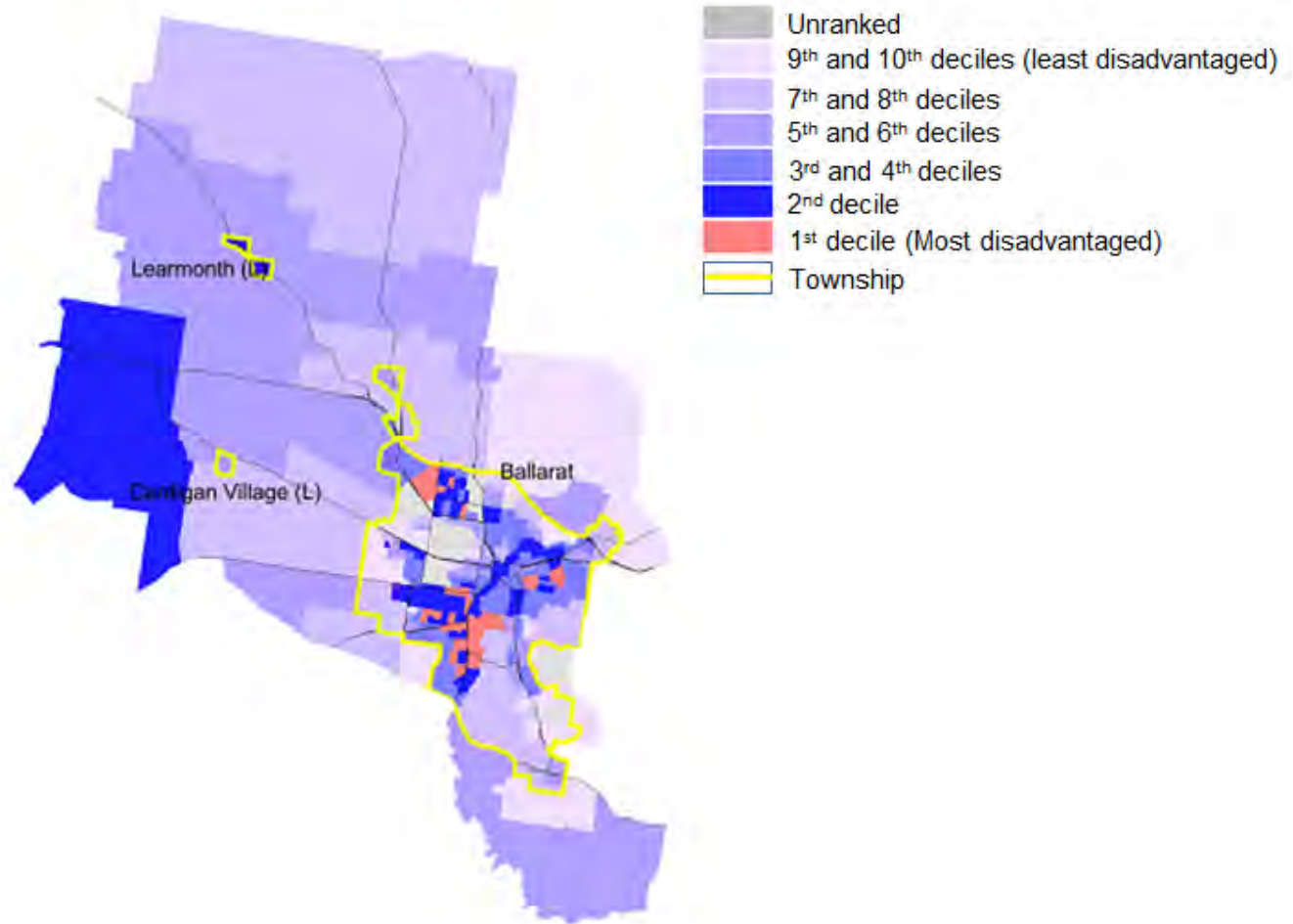
APPENDIX ONE (b) – BALLARAT SEIFA MAP

Socio-economic disadvantage

SEIFA is an ABS Index that ranks areas according to relative socio-economic advantage and disadvantage.

The City of Ballarat ranked as the 29th most disadvantaged (out of 79 Victorian LGAs) in regards to the SEIFA Index of Relative Socio-economic Disadvantage (2011).

The relatively disadvantaged groups are likely to be more vulnerable to economic shocks, and it is important to ensure that future growth and investment benefits all groups in the community.



Source: RDV, based on data from the Australian Bureau of Statistics (Census 2011)

APPENDIX THREE - DEMOGRAPHIC PROFILE

Ballarat: Demographic Profile

The Estimated Resident Population of the City of Ballarat as at June 2017 is 105,438. The population has been growing at an average of 1.8% per year over the past seven years, with an increase of 10,253 people since 2011.

Socio Demographic Profile of Ballarat Residents

The City of Ballarat has shown growth across all age groups in the five years between the two latest census results, 2011 and 2016; however, the greatest growth was in the age group approaching retirement (aged 60 to 69), with an additional 2140 residents over that time. Other cohorts that showed strong growth over this 5-year period were young workforce age groups and seniors.

Migration

Migration into Ballarat from other parts of the state or overseas is a key component of Ballarat's population growth. Between 2011 and 2016 the City of Ballarat recorded positive net migration from other parts of Victoria of 4,061 people, and a further 676 people as positive net migration from other states. There was also in migration of 2,070 from overseas however the census cannot record out migration to other countries, so this is not a net figure. This means that the future growth and dwelling preferences of Ballarat will be significantly influenced by Ballarat continuing to draw population from other locations.

A large proportion (33%) of inward migration to Ballarat from other Victorian areas came from nearby regional locations such as Golden Plains, Moorabool, Hepburn, Geelong, Pyrenees and Ararat, suggesting that a key driver for people relocating to Ballarat is Ballarat's role as a regional centre, offering both employment and affordable housing.

Ballarat attracts migrants from across all age cohorts, however in the period from 2011 to 2016 the largest intake was from ages 18 to 24 years old (3,070) which accounted for 20% of inward migrants. The 25 to 34 age group also attracted 20% of inward migration (3,044) however a slightly larger number migrated out (3,176) giving a net loss in this age group.

Population Projections

The state government population projections for the LGA predict strong growth for the area over the next 12 years.

Year	2016	2021	2026	2031
Population projection for Ballarat LGA (Source: Victoria in Future 2016)	103,249	113,800	125,235	136,873

Ballarat – Evidence of Disadvantage:

The Index of Relative Socio-Economic Disadvantage is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and variables that broadly reflect disadvantage rather than measure specific aspects of disadvantage (e.g., Indigenous and Separated/Divorced).

High scores on the Index of Relative Socio-Economic Disadvantage occur when the area has few families of low income and few people with little training and in unskilled occupations. Low scores on the index occur when the area has many low-income families and people with little training or in unskilled occupations.

Across Australia, the average (population weighted) SEIFA score on the index of disadvantage is 1,000. Therefore, areas with an index above 1,000 are above the Australian average and so relatively less disadvantaged; while index figures below 1,000 indicate areas of relatively greater disadvantage when compared to the nation.

Table 1. Index of Relative Socio-economic Disadvantage-IRSED for 15 small areas in the municipality of Ballarat (from 2016 Census), and Estimated Resident Population (ERP)

Small Area	SEIFA index	ERP
Wendouree	854.8	10,566
Sebastopol - Redan	875.0	13,201
Ballarat East – Eureka - Warrenheip	951.7	5,597
Delacombe	962.7	6,782
Golden Point - Mount Pleasant - Canadian	976.3	8,049
Soldiers Hill - Black Hill – Nerrina (Sth) – Brown Hill (W)	991.4	9,459
Ballarat North – Invermay Park	1014.1	5,843
Ballarat Central – Bakery Hill – Lake Wendouree (Sth) - Newington	1028.8	9,722
Miners Rest – Mitchell Park	1032.3	4,422
Mount Clear - Mount Helen	1035.6	6,472
Alfredton	1037.6	9,378
Rural West	1045.9	4,328
Buninyong – Rural South	1059.5	4,604
Lake Wendouree (Nth) - Lake Gardens	1059.8	2,550
Rural East	1096.7	2,478
City of Ballarat	980.0	103,451

Disadvantaged Neighbourhoods:

The SEIFA Index of Disadvantage (at SA1 level) shows residents of Wendouree West and in public housing in parts of Delacombe, experience the most disadvantage and inequity on a number of measures. People living in these neighbourhood’s experience marked, entrenched intergenerational poverty. Significant pockets of disadvantage also exist in other parts of Wendouree, Sebastopol, Redan, Golden Point, Mount Pleasant and Ballarat North.

An Ageing Population:

Council has identified the need for a strategic approach to planning for its ageing population because of growth, diversity and changing expectations in the community. Ballarat’s population like the rest of Australia is ageing. Over the next 10 years and beyond, the older population in the City of Ballarat is expected to increase both in numbers and as a proportion of the population. Forecasting from the 2016 Census predicts that by the year 2025 nearly one in four people in Ballarat will be aged 60 and over.

A Changing Cultural Population:

The City of Ballarat launched an Intercultural City Strategic Plan 2018-2021 in September 2018. The strategy recognises and embraces our city’s increasingly diverse population. It acknowledges the challenges our migrant population face and celebrates the many cultural benefits they bring to our community.

From the 2016 Census:

- 9.5% (9,628) people were born overseas and over half were from non-English speaking backgrounds
- 52.2% of people born overseas speak another language, but can also speak English well
- 7.4% of people born overseas were not proficient in English

Ballarat has also played a key role in providing settlement support to a number of migrating communities. The City of Ballarat has worked in partnership with State and Federal Government and a host of local community sector organisations in supporting settlement programs. This includes specific settlement work with a number of African communities, and Council has also re-pledged commitment to becoming a Refugee Welcome Zone.

Link to Intercultural City Strategic Plan 2018-2021:

http://www.ballarat.vic.gov.au/media/4373572/intercultural_city_strategic_plan_2018-2021_may2018_web.pdf

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 143	Issue Date: August 2019	Review Due: August 2021	Version: 4.0
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Municipal Emergency Management Planning Committee Thursday 2019 @ 9.30am

Agenda

1. **Welcome and Apologies**
2. **Minutes of the Previous Meeting –**
3. **Matters Arising from Previous MEMPC**
4. **Correspondence**
 - **In:**
 - **Out:**
5. **Presentations:**
6. **Quarterly Incident Report Update**
7. **Sub Committee Updates**
 - Fire Management Planning Committee
 - Municipal Recovery Planning Committee
 - Ballarat Aerodrome Emergency Management Planning Committee
 - Flood and Storm Committee
 - CERA – Met May 2018
8. **General Business**

APPENDIX EIGHT - NEIGHBOURHOOD SAFER PLACE

(Place of Last Resort) LOCATIONS

The following Neighbourhood Safer Place locations have been assessed by the CFA and are compliant with CFA Guidelines.

TOWN/SUBURB	LOCATION	
BUNINYONG	Buninyong CBD	Between Learmonth, Inglis, and Forest & Warrenheip Streets
MOUNT CLEAR	Midvale Shopping Centre	Corner of Geelong Road and Whitehorse Road
CANADIAN LAKES	Canadian Lakes Boulevard	In the vicinity of the intersections of Canadian Lakes Boulevard and Carnaby Way and Canadian Lakes Boulevard and Provincial Way
BALLARAT	Ballarat CBD	In the approximate area bounded by Lydiard, Mair, Dana and Doveton Streets
INVERMAY	Invermay Recreation Reserve	Muscatel Road

APPENDIX NINE - GLOSSARY OF TERMS/ABBREVIATIONS

ACRONYMS AND ABBREVIATIONS

AA	Airservices Australia
ADF	Australian Defence Force
AEMO	Australian Energy Market Operator
AFAC	Australasian Fire and Emergency Services Authorities Council
AGCDTF	Australian Government Counter Disaster Task Force
AGD	Attorney-General’s Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue (part of AMSA)
AUSVETPLAN	Australian Veterinary Emergency Plan
AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
BC	Building Commission
BHS	Ballarat Health Service
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERM	Community Emergency Risk Management
CFA	Country Fire Authority
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CWA	Country Women’s Association
DACC	Defence Assistance to the Civil Community
DET	Department of Education and Training
DELWP	Department of Environment, Land, Water & Planning
DFACA	Defence Force Aid to the Civil Authorities
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DHHS	Department of Health & Human Services
DJPR	Department of Jobs, Precincts and Regions
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
EMJPIC	Emergency Management Joint Public Information Committee
EMLO	Emergency Management Liaison Officer
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency Medical Service
EMT	Emergency Management Team
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
EOC	Emergency Operations Centre

MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

EPA	Environment Protection Authority
ERC	Emergency Relief Centre
ERCC	Emergency Response Coordination Centre
ERDO	Emergency Response Development Officer
ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
FEMO	Field Emergency Medical Officer
GIS	Geospatial Information System
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IIA	Initial Impact Assessment
IFMP	Integrated Fire Management Planning
IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MEOC	Municipal Emergency Operations Centre
MEM	Municipal Emergency Manager
MEMEG	Municipal Emergency Management Enhancement Group
MEMP	Municipal Emergency Management Plan (also MEMPlan)
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resource Officer
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire & Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recovery Manager
MRPC	Municipal Recovery Planning Committee
MSV	Marine Safety Victoria
NCTP	National Counter Terrorist Plan
NDRRA	Natural Disaster Relief and Recovery Arrangements
NEMC	National Emergency Management Committee
NEWS	National Emergency Warning System
NPW	Nuclear powered warship
NRIS	National Registration & Inquiry System
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PV	Parks Victoria
Red Cross	Australian Red Cross Victoria
REMI	Regional Emergency Management Inspector
REMS	Regional Emergency Management Superintendent
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation of Victoria
RR	Road Rescue
RSPCA	Royal Society for Prevention of Cruelty to Animals
SBCS	Small Business Counselling Service
SCC	State Control Centre / State Crisis Centre
SIAR	Secondary Impact Assessment Recovery
SCN	Security and Continuity Network
SEC	Security and Emergencies Committee (of Cabinet)
SEMC	Security and Emergency Management Committee of Cabinet
SEMT	State Emergency Management Team

MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

SERCC	State Emergency Response Coordination Centre
SERP	State Emergency Response Plan
SEWS	Standard Emergency Warning Signal
SHERP	State Health Emergency Response Plan
SII	Spatial Information Infrastructure
SPLO	Senior Police Liaison Officer
TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
USAR	Urban Search and Rescue
VCC	Victorian Council of Churches
VEMC	Victoria Emergency Management Council
VGC	Victoria Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VMAT	Victorian Medical Assessment Team
VRCA	Victorian Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

GLOSSARY

This glossary defines or explains terms which have a restricted or technical meaning in the context of the emergency management arrangements. It does not include all of the words, titles or phrases which are defined or described elsewhere in the manual.

Where an entry is marked [Act], the definition is the same as or is similar to the meaning given in the *Emergency Management Act 1986* or *Emergency Management Act 2013*. Within each entry, a word or phrase expressed in *italics* indicates a separate entry exists for that word.

Agency

An agency means a government agency or a non-government agency. [Act] (See also *Emergency Services / Emergency Services Agency*)

Area of Operations

A defined geographic area containing an incident or a group of incidents which may correlate in effect or in the deployment and allocation of resources.

Area-of-Operations Controller

The role of the Area-of-Operations Controller is to provide leadership and management across a series of emergency sites within a defined area of operations.

This role operates regionally and may be appointed by the *State Controller* or be self-initiated prior to state control being established.

Area-of-Operations Emergency Management Team

In the event that an area of operations has been defined, the *Area-of-Operations Controller*, or the *Regional Emergency Response Coordinator* (or representative) may form the Area-of-Operations Emergency Management Team, comprising regional level representatives from response, recovery and other agencies. It enables consistent situational awareness, identification and management of risks, facilitates the State Controller’s Plan and develops an Area-of-Operations Plan containing regional level actions of all agencies.

Chain of Command

Chain of command refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.

Chief Officer

(a) means the following:

- (i) the Chief Officer of the Metropolitan Fire and Emergency Services Board;
- (ii) the Chief Officer of the Country Fire Authority;
- (iii) the Chief Fire Officer, Department of Environment and Primary Industries;
- (iv) the Chief Officer, Operations of the Victoria State Emergency Service Authority; and

(b) includes any person nominated by a person referred to in paragraph

- (i) to exercise the powers of that person under section 38. [Act]

Class 1 emergency

Means a major fire or any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the state emergency response plan. [Act]

Class 2 emergency

means a major emergency which is not—

- (a) a Class 1 emergency; or

- (b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or
- (c) a hi-jack, siege or riot. [Act]

Class 3 emergency

For the purpose of the State Emergency Response Plan, a Class 3 emergency means a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies. (SERP)

Command

Command refers to the direction of personnel and resources of an agency in the performance of that organisation’s role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

Commander

A person within an agency empowered to direct personnel and resources of the agency in the performance of its role and tasks. A functional commander can direct personnel and resources of more than one agency in accordance with pre-determined arrangements.

Community Development Officer

A person appointed to initiate and coordinate activities in an affected community to assist its development in recovering from an emergency.

Community Recovery Committee

A committee which may be convened after an emergency to provide a management forum for the recovery process in respect of an affected area or a specific community.

Control

The overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.

Control Agency

An agency nominated to control the response activities for a specified type of emergency.

Control Centre/Command Centre

The physical infrastructure provided by a response agency to support personnel appointed as incident controllers, agency commanders, and representatives of the organisations that support them. Any centre established for this purpose is named according to the function it supports, e.g. control centre, command centre.

Coordinate/Coordination

The bringing together of agencies and resources to ensure effective response to/and recovery from emergencies. In relation to response, coordination includes ensuring that effective control has been established.

Coordination Centre

A coordination centre is a facility which may be utilised during a complex or protracted emergency, primarily to coordinate the provision of resources. Coordination centres may operate at municipal, regional and state levels. (See also *Municipal Emergency Coordination Centre*)

Crisisworks (also known as MECC Central)

City of Ballarat		150	Issue Date:	Review Due:	Version:
Municipal Emergency Management			Ballarat MEMPlan	August 2019	August 2021

MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

Crisisworks is the cloud based Emergency Management software used by council and agencies in the MECC during an incident. It is scalable depending on the size of the incident and can be used for all stages of an incident.

Disaster

A term not in general usage within Victoria's arrangements, where it would be taken to mean the same as *emergency*. Under the Act, an emergency is termed a disaster only if a state of disaster has been declared.

Disaster Area

Means that part or those parts of Victoria in which a *state of disaster* is declared to exist. [Act]

Disaster Victim Identification (DVI)

Procedures used to positively identify deceased victims of multiple-casualty emergencies.

Emergency

An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing:

- (a) an earthquake, flood, wind-storm or other natural event; and
- (b) a fire; and
- (c) an explosion; and
- (d) a road accident or any other accident; and
- (e) a plague or an epidemic; and
- (f) a warlike act, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and
- (g) a hi-jack, siege or riot; and
- (h) a disruption to an essential service. [Act]

Emergency Activity

Emergency activity is usually referred to in connection with compensation arrangements for *voluntary emergency workers*, and is defined as:

- (a) Performing a role or discharging a responsibility of an agency in accordance with the State Emergency Response Plan or State Emergency Recovery Plan; or
- (b) Training or practising for an activity referred to above or being on active standby duty; or
- (c) Travelling to or from the place where an activity referred to above has occurred or is to occur. [Act]

The definition can also apply to activities of emergency workers in general.

Emergency Area

An emergency area declared under s. 36A of the Act, being, in the opinion of the most senior police officer in attendance, on the advice of the control agency, an area from which it is necessary to exclude persons due to the size, nature or location of an emergency, so as to ensure public safety, security of evacuated premises, or the safety of, or prevention of obstruction, hindrance or interference to, persons engaging in *emergency activity*. [Act]

Emergency Management

The organisation and management of resources for dealing with all aspects of emergencies. [Act] Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.

Emergency Management Liaison Officer (EMLO)

An emergency management liaison officer is a person appointed by an agency, who:

- represents his/her agency in
 - another agency’s facility utilised to manage an emergency response; or
 - a coordination centre; or
 - an emergency management team; and
- is empowered to commit, or to arrange the commitment, of resources of the agency to the response to an emergency; and
- represents the interests of the agency and provides advice in relation to impacts and consequence management.

The EMLO may be named Emergency Services Liaison Officer (ESLO) by some agencies.

Emergency Management Team (EMT)

An emergency management team is the team which assists a controller in formulating a response strategy and in its execution by all agencies, and which assists the Emergency Response Coordinator in determining resource acquisition needs and in ensuring a coordinated response to the emergency. (See also *State Emergency Management Team*)

Emergency Recovery

Has the same meaning as *recovery*.

Emergency Relief

The provision of life support and essential needs to persons affected by, or involved in the management of, an emergency. (See also *Emergency Relief Centre*)

Emergency Relief Centre

An Emergency Relief Centre is a building or place established to provide life support and essential needs to persons affected by (including evacuees), or involved in the management of, an emergency. This Centre would normally be established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

Emergency Response

Has the same meaning as *response*.

Emergency Response Coordinator

A member of the Victoria Police appointed as state, regional, municipal or field emergency response coordinator, whose role is to *coordinate* the response to an emergency.

Emergency Response Plan

A plan which sets out the roles and responsibilities of agencies in emergency response and the control and coordination arrangements which are to be utilised. [Act]

Emergency-affected Persons

People, other than emergency management personnel, who experience losses or injury or are affected by an *emergency*. Usually understood to exclude the deceased.

Emergency Services Agency

Under the *Emergency Management Act* 1986, this means any of the following-

- (a) the Country Fire Authority established under the *Country Fire Authority Act* 1958
- (b) the Metropolitan Fire and Emergency Services Board established under the *Metropolitan Fire Brigades Act* 1958
- (c) the Victoria State Emergency Service Authority established under the *Victoria State Emergency Service Act* 2005

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	152 Issue Date: August 2019	Review Due: August 2021	Version: 4.0
--	------------------	-----------------------------------	----------------------------	-----------------

MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

- (d) any other prescribed agency; Emergency Services Telecommunications Authority has the same meaning as Authority has in the *Emergency Services Telecommunications Authority Act 2004* [Act]

Essential Service

Defined as transport, fuel (including gas), light, power, water, sewerage, or a service declared to be an essential service by the Governor in Council.

Evacuation

The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.

Evacuation Centre

See *Relief Centre*

Field Emergency Response Coordinator (FERC)

The field emergency response coordinator is usually the senior member of Victoria Police at the initial scene of an emergency who carries out emergency response coordination responsibilities at the scene. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

Fire Services Agency

Means any of the following—

- (a) the Metropolitan Fire and Emergency Services Board;
- (b) the Country Fire Authority;
- (c) the Secretary to the Department of Environment and Primary Industries [Act]

Incident Controller

The Role of the Incident Controller is to provide leadership and management to resolve the incident at the incident site.

Incident Management System (IMS)

A system used by agencies undertaking their management responsibilities in response to an emergency. An Incident Management System is not a fixed set of rules, but rather a flexible and dynamic methodology which can cater for an escalation or change in the severity of any emergency. The system is established by a *response agency* and will involve use of personnel for the various functions which may need to be individually managed. Incident management functions might include, but are not limited to: control, planning, operations, logistics, intelligence, information, investigation, finance or administration.

Incident Management Team (IMT)

An incident management team comprises the *incident controller* and the personnel responsible for the other functions (principally planning, operations and logistics) forming the *incident management system*.

Lead Agency

Lead agency refers to an agency that has responsibility for co-coordinating the development of strategies in respect one of the functional areas of *recovery*. Lead agencies will be required to undertake this development at a state or regional level.

Marine Casualty

Marine Emergency/Casualty means a collision of ships, stranding or other incident of navigation, or other occurrence on board a ship or external to it resulting in material damage or imminent material damage to a ship or cargo, or an incident that causes or has potential to cause harm to the marine environment.

Marine Emergency Management Team (Marine EMT)

The Marine Emergency Management Team (Marine EMT) is a team of experts/personnel experienced in dealing with marine emergencies/casualties, and assembled to provide support and specialist advice to the control agency in managing such events within Victoria. The Team will comprise a nominated representative of the Control Agency, the Water RERC and any other person with the specialist knowledge and/or resources to effectively and efficiently contribute to the resolution of the emergency.

Material Needs

Clothing, bedding and other personal requisites provided to emergency-affected persons.

Mitigation

Measures taken in advance of, or after, a *disaster* (emergency) aimed at decreasing or eliminating its impact on society and the environment.

Municipal Emergency Operations Centre (MEOC)

A Municipal Emergency Operations Centre (MEOC) is a facility which brings together key agencies, to coordinate the provision of council and community resources during an emergency for the response and recovery effort. The MEOC facilitates activities of key personnel from local and state government agencies, emergency services and others as required to assist.

Municipal Emergency Resource Officer (MERO)

A municipal appointee responsible to the municipal council for ensuring the coordination of municipal resources to be used in *emergency response*. [Act]

Municipal Emergency Response Coordinator (MERC)

A member of Victoria Police appointed to a municipal district as municipal emergency response coordinator. [Act]

Municipal Recovery Manager (MRM)

A municipal appointee responsible to the municipal council for ensuring the coordination of municipal resources to be used in *recovery*.

Natural Disaster Financial Assistance (NDFA)

The arrangement maintained and administered by the Department of Treasury and Finance under which local authorities such as municipal councils and catchment management authorities are reimbursed some of the expenditure they incur in emergency response and recovery for *natural disasters*.

Natural Disaster Relief and Recovery Arrangements (NDRRA)

The arrangements under which the Commonwealth Government financially assists the State Government to incur eligible expenditure for persons and organisations following *natural disasters*.

Natural Disaster

Those emergencies defined by the Commonwealth for the purposes of the *Natural Disaster Relief and Recovery Arrangements*. A natural disaster is a serious disruption to a community or region caused by the impact of a naturally occurring rapid onset event that threatens or causes death, injury or damage to property or the environment and which requires significant and coordinated multi-agency and community response. Such serious disruption can be caused by any one, or a combination, of the following natural hazards: bushfire; earthquake; flood; storm, including hailstorm; cyclone; storm surge; landslide; tsunami; meteorite strike or tornado. (*NDRRA Determination 2012 Version 2.0*)

Neighbourhood Safer Places – Places of Last Resort

MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

Neighbourhood Safer Places (also known as Places of Last Resort) are municipal council designated buildings or spaces within the community that may afford some protection from radiant heat. They are a place of last resort in bushfire emergencies only. They are a last resort shelter that may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible.

Post Emergency Assistance Measures

Financial and other assistance provided to *emergency-affected persons*, communities or organisations to assist their recovery from an emergency.

Prevention

The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects. [Act]

Recovery

The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning. [Act]

Recovery Agency

Means an agency having a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.

Recovery Centre

A Recovery centre is a building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical wellbeing is provided.

Regional Control Centre

See *control centre/command centre* (page 5)

The Regional Control Centre is located at 25 Vickers Street Sebastopol 3356

Regional Emergency Response Coordinator

A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator. [Act]

Regional Recovery Co-coordinator

The person appointed by the State Emergency Recovery Co-coordinator to carry out regional recovery planning and management functions.

Regional Recovery Plan

The emergency recovery plan prepared and maintained for each recovery region.

Regional Response Plan

The emergency response plan prepared and maintained for each response region.

Register. Find. Reunite

Red Cross launched the Register.Find.Reunite service in 2013, replacing the National Registration and Inquiry System (NRIS). The service is to help register, find and reunite family, friends and loved ones during a disaster.

Victoria Police is responsible for the control and coordination of Register.Find.Reunite. service and Red Cross manages and operates it. Register.Find.Reunite. commences during the response phase of an emergency, continues throughout relief efforts, and assists to inform recovery.

Relief Centre

See *emergency relief centre*

Resource Supplementation

The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.

Response

The combating of emergencies and the provision of rescue and immediate relief services. [Act]

Response Agency

An agency having a role or responsibility under the State Emergency Response Plan or the response arrangements. Response agencies can be *control* or *support agencies* for different emergencies.

Response Co-coordinator

See *Emergency Response Co-coordinator*

Security and Continuity Networks (SCN)

Security and Continuity Networks (SCN) are formal collaborative networks established for a number of key critical infrastructure sectors. The role an SCN is to:

- advise the State Government on the status of security and emergency management, including business continuity, for that sector
- identify sector wide issues impacting on security and emergency management and opportunities for improvement.

Security and Emergency Management Committee of Cabinet (SEMC)

The Security and Emergency Management Committee of Cabinet, chaired by the Premier with key ministers, oversees whole-of-government decision making during a large scale emergency.

Senior Police Liaison Officer (SPLO)

The role of the SPLO is to provide advice the Emergency Management Commissioner, representing the views and needs of Victoria Police in response to an emergency and to provide the line of communication between regional and state levels. It is to also ensure that coordination arrangements are being fulfilled by Victoria Police at regional and municipal levels. If resources are expended or exhausted at a regional level then requests for state or commonwealth resources can be made via the SPLO to the EMC.

Span of Control

Span of control is a concept that relates to the number of groups or individuals that can be supervised by one person.

State Controller

The role of the State Controller is to provide strategic leadership for the response to emergency(s) across Victoria. This role is performed by a senior operational person from the control agency.

State Emergency Response Coordinator

The State Emergency Response Coordinator is the Chief Commissioner of Police. The role of the State Emergency Response Coordinator is responsible under *DISPLAN* (State Emergency Response Plan) for the coordination of activities of agencies having roles or responsibilities in relation to the response to emergencies. [Act] (See also *Emergency Response Coordinator*)

State Crisis Centre

The Premier of Victoria may, on receipt of advice from Department of Premier and Cabinet, instruct that the Victorian State Crisis Centre be activated. This may occur in the event of an extreme emergency that requires coordination of whole-of-government activities during the emergency outside the coordination function of Victoria Police. If activated, it will be the focal point for the Ministerial and strategic oversight of an emergency from a state perspective and will include liaison

City of Ballarat Municipal Emergency Management	Ballarat MEMPlan	156 Issue Date: August 2019	Review Due: August 2021	Version: 4.0
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MUNICIPAL EMERGENCY MANAGEMENT PLAN 2019-2021

with the Commonwealth. The State Crisis Centre does not have an operational role and does not replace or duplicate the functions of other centres, i.e. it does not assume the command, control or co-ordination functions undertaken in other centres.

State Control Centre

See *control centre/command centre* (page 5)

The State Control Centre is located at 8 Nicholson St, East Melbourne VIC 3002

State Emergency Management Team (SEMT)

The State Emergency Management Team (SEMT) may be formed in the event of a significant emergency involving a multi-agency response, by the State Controller (or representative) or the State Emergency Response Co-coordinator (or delegate / representative). The SEMT comprises senior representatives from response, recovery and other agencies.

The function of the SEMT is to:

- facilitate a discussion to enable agencies to develop a consistent situational awareness regarding the emergency(s)
- identify and manage strategic risks and consequences, and
- develop a plan outlining high level actions of all agencies.

State Recovery Coordinator

The Emergency Management Commissioner is responsible for the coordination of activities of all agencies having roles or responsibilities under the State Emergency Relief and Recovery Plan, to ensure the overall coordination of recovery in Victoria. This responsibility is delegated to the Secretary of the Department of Health and Human Services.

Support Agency

An agency which provides services, personnel, or material to support or assist *control agency* or affected persons.

Temporary Accommodation

Accommodation provided over an extended period of days, weeks or months, for individuals or families affected by an emergency.

Urban Search and Rescue (USAR)

USAR is a specialised technical rescue capability for location and rescue of entrapped people following a structural collapse.

Volunteer Emergency Worker

A volunteer worker who engages in *emergency activity* at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the state emergency response or recovery plan applies. [Act]

APPENDIX TWELVE - BIBLIOGRAPHY

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City of Ballarat Municipal Emergency Management	Ballarat MEMPlan 158	Issue Date: August 2019	Review Due: August 2021	Version: 4.0
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11.3. DOMESTIC WASTEWATER MANAGEMENT PLAN 2019-2024

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Brenda Carey – Coordinator Environmental Health

OFFICER RECOMMENDATION

Council resolves to:

- 1. Adopt the Domestic Wastewater Management Plan 2019 to guide further efforts in enhancing the management of septic tanks across the municipality.**
- 2. Require an annual progress report in respect to the actions articulated within the plan.**

EXECUTIVE SUMMARY

This plan articulates the strategic approach to be undertaken by Council in managing domestic wastewater within the Ballarat municipal district. As of 1 July 2018, the municipality had 3,146 septic tank systems, with 390 of these septic systems located within potable (drinking) water supply catchments. There is a legislative requirement for Council to develop and implement a domestic wastewater management plan (DWMP), in accordance with the State Environment Protection Policy (Waters) 2018 and the Minister's Guidelines for Planning Permit Applications in Open, Potable Water Supply Catchment Areas 2012.

This plan replaces Council's previous DWMP which spanned the period 2013-2018. The previous DWMP was endorsed by Central Highlands Water (CHW) on 13 February 2017, largely because it included a funded inspection program of all septic systems within the potable water supply catchments. This endorsement had and continues to have, significant benefits to those land owners wishing to develop their properties within the potable water catchment.

This plan outlines the priorities and steps necessary to minimise the impact of domestic wastewater on human health and the environment. To date, 655 of the septic systems in Ballarat have been inspected and mapped by Council, largely during the inspection program associated with the previous DWMP, over the period 2016-18. This represents 21% of the total number of septic systems.

The recommendation is to adopt the plan to inform further work in managing the septic tanks across the municipality and facilitating alternate sewage/wastewater treatment where appropriate.

RATIONALE

The City of Ballarat's Environmental Health Unit successfully developed and implemented a Domestic Wastewater Management Plan (the plan) in 2013, in accordance with State Government requirements, which included an extensive inspection program enabling the mapping of septic tank systems throughout the municipality as well as establishing the functioning status of those systems that were inspected.

The previous DWMP included the inspection of all 390 septic systems located within the potable catchments and the rectification of the highest risk failures, such as those which discharged effluent near waterways. There remain approximately 25 septic systems, of lower risk, which require further work or upgrades to bring them to acceptable standards. These will continue to be managed for the duration of the DWMP. In addition, a base level of inspections will be conducted on those systems which are of elevated risk – these are generally those systems which are in closer proximity to watercourses which drain to the catchment reservoirs. It is estimated that there are approximately 50 such systems.

As part of that plan, a number of geographic clusters were identified throughout the municipality of failing septic tank systems and considerable work has been undertaken in partnership with Central Highlands Water to identify potential opportunities for the expansion of sewerage infrastructure to enable the connection of properties in the identified clusters to the reticulated sewerage scheme. This work continues to progress in parallel with the plan.

It is proposed that this next phase of the plan will be completed through the utilisation of existing internal resources to complete the inspection program, data gathering and management, education, management of ongoing partnerships with key stakeholders and strategic planning to manage onsite wastewater management into the future. The proposed strategies of 1-6 will also be resourced and funded through existing resources, however, opportunities for external funding will continue to be explored to support the implementation of the program into the future.

The next actions under the plan will include the inspection of the remaining septic tank systems in the declared sewerage district to determine their status, as well as the ongoing mapping and status reporting of these systems on Council's database, with education being proposed for property owners/occupiers with septic tank systems. This work will include the implementation of appropriate interventions to remedy any identified systems in need of upgrading, replacing or connection to reticulated sewerage. This will be funded and resourced using current budget internally.

Where there are opportunities to address failing septic tanks via other sewage treatment/management regimes these are to be explored fully.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Environment Protection Act 1970*
- *State Environmental Protection Policy (Waters) 2018*
- *Public Health and Wellbeing Act 2008*
- *Building Act 1993*
- *Planning and Environment Act 1987*

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

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

Environmental/Sustainability – It is considered that the Domestic Wastewater Management Plan will further enhance the environment to ensure more sustainable onsite wastewater management.

Economic- The pragmatic management of sewerage infrastructure is a key driver in delivering sustainable development.

Financial/Resources – It is considered that there will be limited budget implications on the operational implementation of Council as the Domestic Wastewater Management Plan with existing staff undertaking the administration of the actions. However, there will be instances where Council will need to play a facilitative role in working with land owners and CHW to deliver improved infrastructure outcomes. Specific actions in this regard will be the subject of further reports to Council.

Risk Management – It is considered that the adoption of the domestic wastewater management plan will align to appropriate risk management strategies to prevent detrimental environmental impacts from failing or inappropriately managed septic tank systems.

Implementation and Marketing – Extensive community consultation was sought prior to the recommendation to adopt the plan.

Evaluation and Review – It is considered that evaluation and review will be ongoing and will be measured by ongoing endorsement of the plan by Central Highlands Water and improved management of onsite wastewater treatment systems. A 12 monthly progress report will be provided to Council.

CONSULTATION

Extensive and successful community consultation on the new draft plan (2019-2024) was completed recently, outlining several strategies for consideration. The community consultation was well received, and approximately 40 contributors made submissions. Generally, the contributions supported the implementation of the plan and the philosophy behind the plan, and there were mixed responses in how the implementation of the plan should be funded.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

ATTACHMENTS

1. Existing DWMP for Amendment 2019 [**11.3.1** - 30 pages]
2. Summary of Community Feedback [**11.3.2** - 8 pages]

DOMESTIC WASTEWATER MANAGEMENT PLAN 2019-2024



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Contents

Executive Summary.....	4
Introduction	5
Risks associated with domestic wastewater.....	10
Legislation and standards relevant to this DWMP	11
DWMP stakeholder engagement.....	16
DWMP implementation	16
DWMP audit and review	16
Findings and outcomes from the 2013-18 DWMP.....	17
Strategy 1: Develop a funding model to resource the implementation of this plan.....	20
Strategy 2: Maintain CHW endorsement by implementing a risk based inspection program of septics within the potable catchments	20
Strategy 3: Complete the inspection and mapping of septics in the Declared Sewerage District	21
Strategy 4: Establish a comprehensive data register for all septic systems in the municipality	23
Strategy 5: Educate septic tank owners on responsible management of their systems.....	23
Strategy 6: Review Ballarat’s domestic wastewater management process with the aim of reducing the cost of installing and operating a septic tank system.....	25
Implementation plan	25
Conclusion	27
Appendix A: Communications Plan	28
Appendix B: Recommendations specific to Ballarat	29

Executive Summary

This plan articulates the strategic approach to be undertaken by Council in managing domestic wastewater within the Ballarat municipal district. As of 01 July 2018, our municipality had 3,146 septic tank systems, with 390 of these septic tanks located within potable (drinking) water supply catchments. Therefore, there is a legislative requirement by Council to develop and implement a domestic wastewater management plan (DWMP), in accordance with the *State Environment Protection Policy (Waters) 2018* and the *Minister's Guidelines for Planning Permit Applications in Open, Potable Water Supply Catchment Areas 2012*.

This plan replaces Council's previous DWMP which spanned the period 2013-2018. The previous DWMP was endorsed by Central Highlands Water (CHW) on 13 February 2017, largely because it included a funded inspection program of all septic tanks within the potable water supply catchments. This endorsement had and continues to have, significant benefits to those land owners wishing to develop their properties within the potable water catchment.

This plan outlines the priorities and steps necessary to minimise the impact of domestic wastewater on human health and the environment. To date, 655 of the septic tanks in Ballarat have been inspected and mapped by Council, largely during the inspection program associated with the previous DWMP, over the period 2016-18. This represents 21% of the total number of septic tanks.

The recommended strategies for Council to implement are summarised as follows:

1. Use existing rate base to internally resource the implementation of this plan.
2. Maintain CHW endorsement by implementing an inspection program of high-risk septic tanks within the potable catchments.
3. Complete the inspection and mapping of septic tanks in the Declared Sewerage District.
4. Establish an accurate and comprehensive data register for all septic systems in the municipality.
5. Educate septic tank owners on responsible management of their systems.
6. Review Ballarat's domestic wastewater management process with the aim of reducing the cost of installing and operating a septic tank system.

Introduction

Ballarat is a large inland city with a population numbering 101,588. Ballarat sits within the Central Highlands of the Great Dividing Range and is at the head of several catchments which drain to reservoirs used for potable (drinking) water.

The population of Ballarat is distributed as follows:

Urban	69%
Rural residential	18%
Rural	13%

All Councils have a legislative responsibility to protect the health of residents, visitors and those working in the municipality; this is recognised in the Council Plan. The Department of Environment, Land, Water and Planning (DELWP) as well as the Environment Protection Authority (EPA) play a lead role in the strategic management of domestic wastewater in Victoria. On-site domestic wastewater needs to be managed to prevent impacts on the beneficial uses of surface and groundwater. Some of the most recent statements by DELWP and EPA regarding domestic wastewater may be found in Appendix A and B of the recently released report by the Victorian Auditor General: *Managing the Environmental Impacts of Domestic Wastewater (19 September 2018)*.

<https://www.audit.vic.gov.au/sites/default/files/2018-09/20180919-Managing-the-Environmental-Impacts-of-Domestic-Wastewater.pdf>

Clause 29 of the *State Environmental Protection Policy (Waters) 2018* (“SEPP Waters”) stipulates the following:

29. Councils to develop a domestic wastewater management plan

(1) A council in a municipal district with onsite domestic wastewater management systems must develop and implement a domestic wastewater management plan that

–

(a) identifies the public health and environmental risks associated with the onsite domestic wastewater management systems; and

(b) sets out strategies to minimise those risks.

(2) The council must consult with the Authority [EPA], water corporations, the community and other stakeholders when developing, revising or implementing a domestic wastewater management plan and, in particular, must –

(a) identify, assess and manage the cumulative risks of onsite domestic wastewater management systems that are, or may in the future, be discharging sewage beyond allotment boundaries or impacting on groundwater; and

(b) engage with the Authority and relevant water corporations to identify existing unsewered allotments for inclusion in the domestic wastewater management plan, that –

(i) do not retain sewage on site; or

(ii) are not capable of preventing the discharge of sewage beyond allotment boundaries, or preventing risks to beneficial uses of groundwater or impacts on groundwater, as demonstrated by a land capability assessment in accordance with Victorian Land Capability Assessment Framework; and

(c) identify, cost, prioritise and evaluate options to provide –

(i) solutions to prevent discharge of sewage beyond allotment boundaries and minimise impacts on groundwater; and

(ii) for the compliance assessment and enforcement of onsite domestic wastewater management systems in accordance with the plan; and

(d) if applicable, have regard to the Guidelines for planning permit applications in open, potable water supply catchment areas and any relevant guidelines authorised by the Authority.

(3) The council must review and update its domestic wastewater management plan at intervals of no more than five years.

(4) The council must conduct an internal audit to assess progress and report on progress of the implementation of the domestic wastewater management plan every three years and publish the report on its website.

In addition, municipalities such as Ballarat, which contain potable water catchments have specific restrictions on development as described in the Minister's Guidelines for *Planning Permit Applications in Open, Potable Water Supply Catchment Areas 2012*. In the absence of an endorsed DWMP, new dwellings within the catchment are restricted to a density of one dwelling per 40 hectares. Until 13 February 2017 when the City of Ballarat's DWMP was endorsed by CHW, some land owners located in

these catchment zones were unable to construct dwellings on their properties. This endorsement requires Council to commit to the ongoing protection of urban water supply catchments into the future – the main method being via an ongoing inspection program of these septic.

The Minister's Guidelines require the DWMP to be independently audited every three years. The City of Ballarat's DWMP was recently audited by Neil Dunbar of Waste Data Management Specialists (WDMS) and his report dated 8 October 2018 provided the following summary of recommendations:

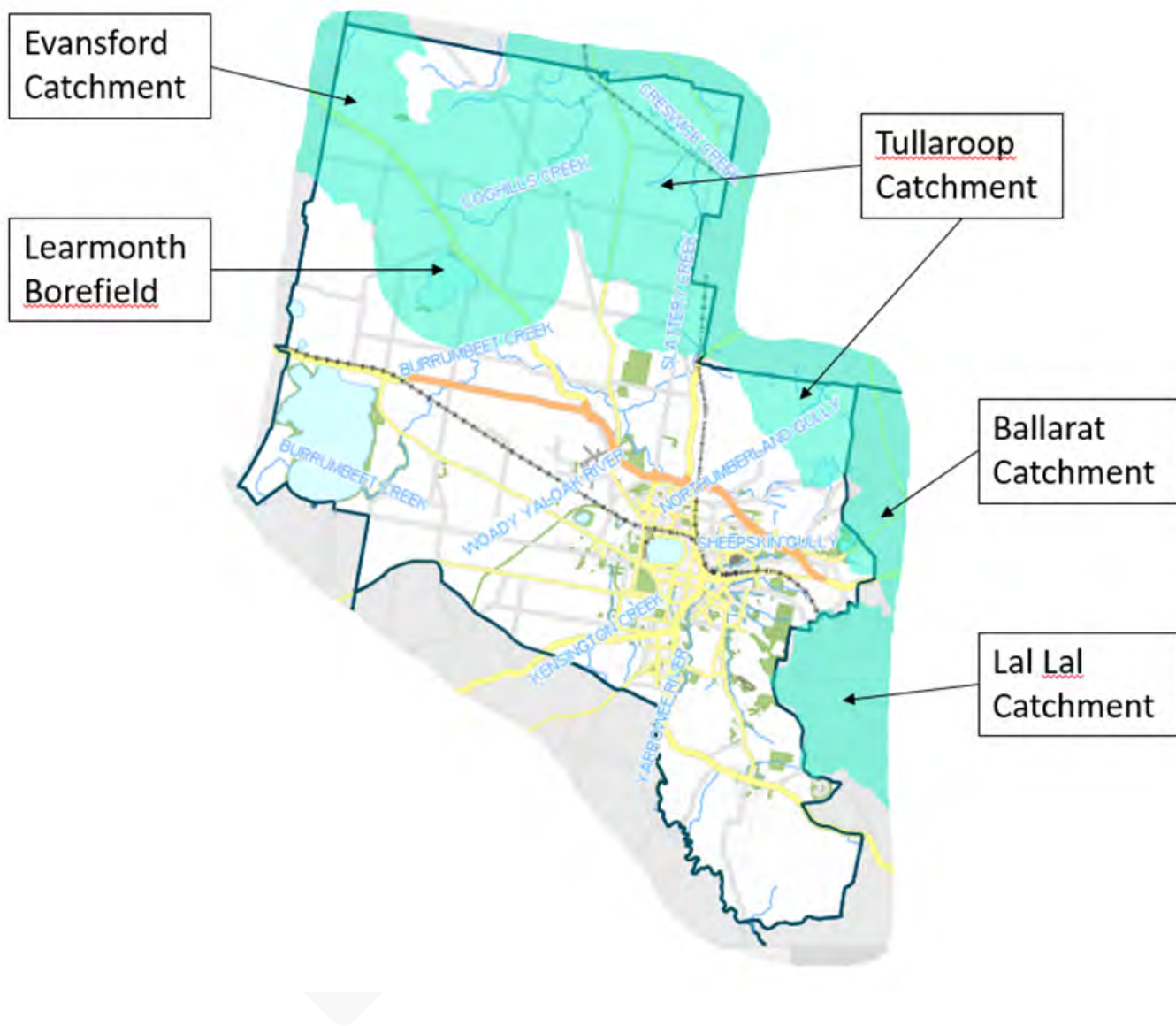
- Establish a comprehensive septic register;
- Complete the septic inspection program in the DSD and potable catchments;
- Resolve outstanding issues with owners of failed and high-risk septic systems;
- Work with CHW and Goulburn Murray Water to establish an evidence base for measuring the impact of domestic wastewater; and
- Introduce a notification system for septic owners at the time of property transfer.

The City of Ballarat has five discrete potable (drinking) water supply catchments within its land area. These are areas of land from which the surface water drains to reservoirs used for supplying drinking water, although in the case of Learmonth, the catchment relates to a water supply bore located on Bankin Hill in the township. The number of septic within the potable catchments are shown in Table 1 and the location of the catchments is mapped in Figure 1 below. Potable catchments are treated with the highest degree of caution when planning for onsite wastewater treatment. This is due to the potential for human pathogens to be transmitted via the system effluent into the drinking water supply.

Table 1: Breakdown of the number of septic tanks within the different potable catchments in Ballarat

Potable Catchment	Number of septic tanks
Tullaroop	236
Learmonth Borefield	82
Lal Lal	34
Evansford	32
Ballarat	6
Total	390

Figure 1: Map showing the location of the five potable water catchments which overlap on the City of Ballarat.



Risks associated with domestic wastewater

Domestic wastewater is typically high in nutrients and human pathogens. A summary of the risks associated with these is presented below:

Type of risk	Risk
Public health	Drinking water sources polluted with bacteria, nitrates and phosphorous, resulting in stomach upsets, diarrhoea and more serious illnesses Recreational waterways and other water bodies polluted, thus placing at risk people who come into contact with polluted water through recreational pursuits
Environmental	Prolific weed growth and destruction of indigenous vegetation Polluted surface waters (such as creeks, waterways and drains) Polluted groundwater Harm to aquatic fauna (such as fish and macroinvertebrates)
Amenity	Smell, unsightly discharges and seepage leading to reduced amenity and reduction in property values

Source: Victorian Auditor-General's Office.

Figure 2: Summary of risks posed by domestic wastewater (from p.37 Victorian Auditor-General's Office report: "Protecting our environment and community from failing septic tanks" 2006)

Legislation and standards relevant to this DWMP

Environment Protection Act 1970

This Act provides for Councils to issue permits for septic tank systems and outlines the requirements for such applications.

State Environment Protection Policy (Waters) 2018

This policy directs Councils to develop a DWMP and work with other authorities in the management of domestic wastewater. This is achieved by reference to supporting documents such as the *Victorian Land Capability Assessment Framework January 2014* and the *EPA Code of Practice for Onsite Wastewater Management (EPA Publication 891.4 July 2016)*.

Public Health and Wellbeing Act 2008

The objective of the *Public Health and Wellbeing Act 2008* is to impose a duty on Councils to achieve the highest attainable standard of public health and wellbeing by investigating and remedying conditions that are liable to be dangerous to health or offensive, by:

- Protecting public health and preventing disease, illness, injury, disability or premature death
- Promoting conditions in which persons can be healthy

Building Act 1993

The *Building Act 1993* and *Building Regulations 2006* require the report and consent of the relevant Council must be obtained to an application for a building permit that requires the installation or alteration of a septic tank system.

Planning and Environment Act 1987

The key legislation relating to land development in Victoria is the *Planning and Environment Act 1987* (“*P & E Act*”). The two objectives of the planning framework under the *P & E Act* are:

- To enable land use development and planning policy to easily integrate with environmental conservation and resource management policies
- To ensure that the effects on the environment are considered when decisions are made about the use and development of land

The *P & E Act* requires that all land use and development take place in accordance with the planning scheme for the municipal district. Land within the potable catchments is subject to Environmental Significance Overlay 3 (ESO3) of the Ballarat Planning Scheme which has specific requirements for protecting water quality in the catchment.

In addition, Clause 66.02-5 of the Victoria Planning Provisions identifies water supply authorities as a determining referral authority for permit applications within the potable catchments. This applies to permits to use, subdivide, consolidate, construct a building or construct or carry out works, or to demolish a building or works. For Ballarat, this means that CHW can object to a planning permit application and Council must refuse to issue a permit. Alternatively, CHW has the power to impose conditions on the planning permit.

Minister’s Guidelines for Planning Permit Applications in Open, Potable Water Supply Catchment Areas, November 2012

These direct responsible authorities in their assessment of planning permit applications for development of land within open, potable water supply catchments in Victoria.

Density provisions may be relaxed subject to a suitable DWMP being in place that manages the risk to the catchment posed by septic tank systems. The suitability of a DWMP includes:

- The effective monitoring of the condition and management of onsite systems
- Acting where non-compliances are identified
- The implementation of the DWMP is suitably resourced including monitoring and enforcement

The risk-based inspection program implemented in the previous plan achieved CHW endorsement on 13 February 2017.

Relevant Victorian Civil and Administrative Tribunal (VCAT) decisions

Rozen v Macedon Ranges Shire Council & Anor (2010) VSC 583 (“Rozen v Macedon”)

The application sought permission for four dwellings within the Campaspe River Special Water Supply Catchment Areas. It was initially heard by VCAT in 2007, who granted a permit for four dwellings on four lots. This decision was overturned by the Victorian Supreme Court (VSC) on that basis that VCAT had failed to properly apply the precautionary principle in relation to the issue of cumulative risk of water contamination. In the end, a permit for one dwelling was granted. *Rozen v Macedon* is highly significant as it set a precedent that planning authorities had to consider the cumulative impact of all septics within a catchment, not just the one for which a permit is being sought. The risk to water quality was deemed to be more from the failure of septics, rather than when they are properly functioning.

Kapiris v Macedon Ranges SC (2012) VCAT 1969

Macedon Ranges SC refused the permit for a dwelling on 16 hectares located in the Rosslyne Reservoir Catchment. VCAT found that the dwelling density significantly exceeded the 1 in 40 hectare threshold. In addition, although Macedon Ranges SC had adopted a DWMP, it did not meet the requirements of the 2012 Catchment Guidelines and was therefore not endorsed by the water authorities. It was acknowledged that community tolerance of contamination of drinking water supplies is very low and requires a very strong precautionary approach. This meant that acceptance of the increased risk posed by this development, even though very low, was deemed as unsatisfactory.

VCAT therefore confirmed the decision of Macedon Ranges SC that no permit be issued.

Simpson v Ballarat CC (2012) VCAT 133

Ballarat City Council refused a planning permit for a dwelling in Bald Hills, located in the Tullaroop catchment. The refusal was made following objections from CHW. Key amongst the reasons was that the proposal exceeded the 1 in 40-hectare density requirement and that Council did not have an implemented DWMP for the potable catchments. This was appealed to VCAT by Simpson where the permit application was again refused. Following the endorsement of Council’s DWMP by CHW, a permit was re-applied for and approved on that occasion.

McDonald v Hepburn SC (2013) VCAT 1538

Hepburn SC, Coliban Water and Goulburn Murray Water supported the issue of a planning permit for a dwelling despite the dwelling density exceeding the 1 in 40 hectare threshold. McDonald was a resident who owned an adjacent property and took the council to VCAT in opposition to the permit. VCAT found

that because a DWMP had not been prepared or implemented there was not sufficient evidence, using the precautionary principle, that the Minister's Guidelines had been met in addressing the risk to the Eppalock catchment. Hence, the permit application was not granted.

Water Act 1989 ("Water Act")

Section 180 of the *Water Act* requires Council to refer any applications for a permit to install a septic tank to a water corporation if the application is within a sewerage district, if the water corporation has issued a standing written request. CHW has issued such a request to Ballarat City Council and therefore septic tank applications received by Council for the sewerage district are referred to CHW.

Section 147 of the *Water Act* empowers water corporations to require the owner of a serviced property to connect into the sewerage system. This process is particularly relevant where site constraints mean that sewer is the most viable option to a failing septic. Council can declare that the septic represents a risk to public health or the environment and then instruct CHW to enforce connection to reticulated sewerage, if it is available.

Australian Standards

Australian Standards have relevance to the construction and design of septic tank systems. The EPA requires that systems meet these standards as part of its approval process. The primary standard with respect to septic tank system design is:

- AS/NZS 1547:2012 – On-site Domestic Wastewater Management

Further relevant standards include:

- AS/NZS 1546.1 – On-site Domestic Wastewater Treatment Units – Septic Tanks
- AS/NZS 1546.2 – On-site domestic wastewater treatment units - Waterless composting toilets
- AS/NZS 1546.3 – On-site Domestic Wastewater Treatment Units – Secondary treatment systems
- AS/NZS 1546.4 – On-site domestic wastewater treatment units – Domestic greywater treatment systems
- AS/NZS 3500 – National Plumbing and Drainage – Domestic Installations

DWMP stakeholder engagement

Council will produce a draft DWMP (2019-2024) for dissemination amongst stakeholders who will be invited to provide feedback during an eight-week consultation process.

The key stakeholder is CHW who are responsible for the protection of the potable water catchments and management of sewerage infrastructure.

Other stakeholders include:

1. Owners or users of septics
2. Corangamite Catchment Management Authority
3. North Central Catchment Management Authority
4. Glenelg Hopkins Catchment Management Authority
5. Environment Protection Authority
6. Goulburn Murray Water

DWMP implementation

Implementation will be undertaken by Council's Environmental Health Unit in accordance with the level of resourcing available. Without resourcing, the DWMP will be a strategic document outlining Council's intentions.

DWMP audit and review

The implementation of the DWMP will include progress reports. The key stakeholder, CHW, will receive a copy of these progress reports. In accordance with Clause 29 (6) of the *SEPP*, Council will conduct an audit to assess progress of the DWMP at least every three years and publish the report on its website. Council will review this DWMP at least every five years per the requirements of Clause 29 (5) of the *SEPP*.

Findings and outcomes from the 2013-18 DWMP

The current situation with domestic wastewater in Ballarat is summarised below.

Table 2: Inspections outcomes associated with the DWMP 2013-2018

<p>3,146 total septic records in the City of Ballarat</p>	<p>→ 655 (21% of total)</p> <p>Those septic systems inspected and mapped</p>	<p>→ 2,491 (79% of total)</p> <p>Septic systems not inspected and mapped</p>
<p>→ 390</p> <p>Septic systems in the potable catchments</p> <p>100% of septic systems in the potable catchment have been inspected and mapped</p> <p>Failure rate of septic systems was 11%, reduced to 6% following intervention. The highest risk systems were preferentially targeted. High risk factors include proximity to waterways or off-site discharge.</p>		
<p>→ 550</p> <p>Septic records in the Declared Sewer District</p> <p>153 (28%) of septic systems in the DSD have been inspected and mapped</p>		

As of June 2018, there are 3,146 operational septic systems in the municipality and 655 (21%) have been inspected and mapped by Council. 2,491 septic systems (79%) have not been inspected or mapped. The number of new septic tank systems being installed is expected to remain constant at an average rate of 55 applications per year.

There are 390 inspected and mapped septic systems located in the potable water catchments. Of the 550 septic systems in the Declared Sewerage District (DSD), 153 (28%) have been inspected and mapped. The failure rate for systems was approximately 10% in the catchment and on average between 10-20% in the DSD. Septic failure is defined as a system that discharges effluent above ground causing saturation of the soil surface. Interventions taken by Council during the previous DWMP, such as working with property owners to upgrade their systems, have resulted in the failure rate being reduced in the catchment. As of June 2018, the septic failure rate in the catchment is 6%. The highest risk systems were preferentially targeted, where risk factors included proximity to waterways and whether the discharge was flowing off-site. Remedying these failing septic systems is active and ongoing with the Environmental Health team.

Within the DSD, it was noted that many of the failed septic systems occurred in geographically discrete clusters. There were nine clusters identified with the largest cluster containing eight failing septic systems on the same street. These cause localised risks to public health and amenity. The most feasible solution has been identified as the provision of reticulated sewerage to the relevant properties. This is because most of the properties have small land areas which means that there is insufficient land to absorb the wastewater.

Sewerage planning must take into account the existing stock of septic systems, particularly within and on the boundary of towns and regional cities. These zones often contain higher population densities and small block sizes which amplify health risks from the septic systems. With foresight and adequate information, the development of reticulated sewer can take into account both the resolution of failing or aged septic systems and connection for new dwellings. It would appear that the most effective approach is the development of shared data systems between Council and CHW which communicates the locations and status of septic systems and the existing reticulated sewer network. This requires an effective inspection and mapping program within the DSD by Council, which currently does not have a feasible funding model.

Anecdotal evidence suggests that a key barrier to building sewer infrastructure is distributing the capital cost obligations in an equitable manner. It is usually impossible to broker voluntary agreements between the mix of existing households with septic systems of varying levels of performance and the property developer who typically is seeking to minimise construction costs. What has been observed in practice is that each party act in their own economic interest and often will seek to avoid making payment if able to do so, even when they gain benefit from the group provision of sewer. The other parties then understandably do not wish or are simply not able to pay for entire sewer scheme and the proposal does not progress any further.

What is required is leadership from CHW to develop funded solutions for reticulated sewerage and to act as a broker between the various parties. The most equitable approach is requiring all parties who benefit from the scheme being required to contribute to it. Given that contributory costs can easily exceed \$20,000 per property for many schemes, paying the cost up-front is financially prohibitive for many

households and not feasible. The most sensible and equitable approach is having a payment-over-time approach. This is catered for under the *Water Industry Act 1994* which specifically references a 20-year payment period for the provision of reticulated sewerage services¹. This brings the cost of the service down to a feasible amount.

DRAFT

¹ See 7-9.2 of Minister's Statement of Obligations 20 December 2015

Strategy 1: Develop a funding model to resource the implementation of this plan

The income derived from statutory fees and charges for septic system management does not provide full cost recovery to resource the DWMP inspection program, however, the commitment to the implementation of the plan will be funded internally with existing resources.

It may be noted that Council made a significant investment in the 2013-18 DWMP, employing a full-time project officer for approximately two and a half years, at a total cost in excess of \$200,000. This funding came from general revenue. The DWMP provided benefit to those landowners within the potable catchments when the DWMP was endorsed by CHW on 13 February 2017, enabling the development of suitable lots which had previously been restricted. The broader community also benefited from the reduced risk of pollution of potable water resources when defective systems were rectified.

The 2013-18 DWMP provided the underpinning for the identification of the clusters of failing septic systems within the DSD. CHW is now at the stage where it may implement a sewerage infrastructure program. The details of this are yet to be fully established however this development would certainly have not eventuated without the foundational work of the DWMP. Such a program will improve the amenity and environment for Ballarat, as well as reducing the risks to public health.

Strategy 2: Maintain CHW endorsement by implementing a risk-based inspection program of septic systems within the potable catchments

The previous DWMP included the inspection of all 390 septic systems located within the potable catchments and the rectification of the highest risk failures, such as those which discharged effluent near waterways. There remain approximately 25 septic systems, of lower risk, which require further work or upgrades to bring them to acceptable standards. These will continue to be managed for the duration of the DWMP. In addition, a base level of inspections will be conducted on those systems which are of elevated risk – these are generally those systems which are in closer proximity to watercourses which drain to the catchment reservoirs. It is estimated that there are approximately 50 such systems.

Strategy 3: Complete the inspection and mapping of septics in the Declared Sewerage District

As residential development in Ballarat continues to expand in geographic size and population, property development on the outskirts of the city has been problematic, especially when the existence and condition of septics is unknown. The Environmental Health team has experienced numerous instances where development has led to unsewered properties being isolated from the newly installed sewer. There are instances of septic systems being damaged by new housing construction that has led to both economic and health impacts caused by the discharge of effluent into densely populated community (see Figure 3 below).

The public health and amenity impacts caused by septic effluent in these areas are often greater than those experienced by rural communities. Effluent continues to be discharged onto public land or waterways within the City of Ballarat. The most cost effective and sustainable solution typically requires the provision of reticulated sewer. A comprehensive assessment of septics in the DSD will establish the basis for a coherent, efficient and cost-effective approach to planning for the provision of sewer infrastructure for a 21st century growing city.

For these reasons, the risk assessment has been adjusted and those septics located within the DSD have been allocated a high priority. There are 550 active septic records in the DSD. 153 (28%) have been inspected and mapped, leaving 397 (72%) remaining to be done.



Figure 3: Example of septic effluent emerging in the backyard of a newly constructed house in Bonshaw, July 2016. Both houses were in the Declared Sewer District. The effluent originated from the septic of a house located 70m away which had not been inspected or mapped. Emergency sewer works had to be completed at considerable time and expense for City of Ballarat and CHW.

Strategy 4: Establish a comprehensive data register for all septic systems in the municipality

Major improvements were realised during the previous DWMP in the creation and utilisation of septic data. This data has enabled detailed mapping of septic tanks and improved data interrogation options which assist management and planning decisions. A comprehensive septic dataset will create local expertise which has the potential to reduce the cost and complexity for septic installations. The focus for this DWMP is to maintain the database and progressively update the approximate 2,491 septic records which have not been inspected or mapped. The ultimate aim is to have all 3,146 septic records accurately mapped with a known status logged in the database.

Strategy 5: Educate septic tank owners on responsible management of their systems

During the inspection process of the previous DWMP it was found that many septic owners were not regularly carrying out basic maintenance to their systems, often due to ignorance. Meeting the owners and explaining the current regulations and expectations for maintenance was identified to be a powerful way of educating the community. As the database of septic systems becomes more accurate and refined, relevant messaging will become easier and more effective to deliver to septic owners. Prior to 2013, the database was so compromised and the data so incomplete that it was not practicable for mass mail-outs to be done. Pleasingly, the recent DWMP community consultation in 2019 has shown that owners are more engaged with high response levels to the review process.

Septic system owners must have access to suitable information to fulfil their responsibilities. Community education initiatives underpin this DWMP and have been developed from a range of sources.

This DWMP will continue the following:

1. Owners of newly installed septic tanks will receive a copy of the Ballarat-specific booklet: “Your Septic Tank Operation & Maintenance Manual” (see Figure 4 below)
2. Opportunistic education, including the provision of septic tank information during council interactions
3. Building community knowledge through access to information on operations and responsibilities through the City of Ballarat website

4. Mass communication via post or email, such as when seeking feedback on the draft DWMP. This communication can also include messaging on maintenance and why Council has a DWMP in the first place.



Figure 4: The City of Ballarat septic tank instruction booklet

Strategy 6: Review Ballarat's domestic wastewater management process with the aim of reducing the cost of installing and operating a septic tank system

Land Capability Assessments (LCA), typically cost in the region \$1,500-\$3,000 and add a significant impost to the cost of developing a property. According to the EPA Code of Practice – Onsite Wastewater Management 891.4 (2016), Section 3.6, Councils have the discretion to not require LCAs for low risk or

well understood sites. The Environmental Health team has over time developed a body of knowledge on what is necessary for the successful operation of septic systems in the municipality, taking into consideration factors such as soil characteristics as well as groundwater and climatic conditions. Some of these findings are included in Appendix B. In many instances, the depth of knowledge within Council is sufficient to provide an appropriate recommendation for a septic without resorting to an independent LCA. Other councils have developed information packs with internal guidelines that circumvent the need for LCAs. This speeds up processing times and significantly reduces the cost of obtaining a septic permit. In instances where the proposed site has identified constraints or other complexities, Council reserves the right to require an independent LCA. Under the *EPA Code of Practice for Wastewater*, LCAs are mandatory for planning permit applications within the potable catchments.

It is proposed that Ballarat Council documents this knowledge and develops an information pack with guidelines to reduce the cost of installing and operating a septic tank system.

Implementation plan

1	Develop a DWMP in consultation with key stakeholders and the community for endorsement by Council; minimum 8-week consultation period.
2	Examine funding models for obtaining the appropriate level of resourcing for DWMP implementation.
3	Select and implement a funding model that supplies the necessary resources to sustain the DWMP whilst balancing this with community expectations and organisational constraints
4	Continue the inspection and mapping program, in particular those septic tanks in the Declared Sewerage District.
5	Apply interventions to those systems that pose a risk to public and environmental health.
6	Engage in public education and capacity building on septic tank use and maintenance, with a view to encouraging voluntary compliance.

7	Establish ongoing risk-based monitoring and compliance program inclusive of periodic inspections of septic, particularly within the potable catchments
8	Develop septic tank information pack
9	Have the DWMP audited every 3 years.
10	Review the DWMP in conjunction with key stakeholders after a period of not more than five years.
11	Develop new DWMP.

Conclusion

The City of Ballarat has greatly improved its management and oversight of domestic wastewater via the implementation of its 2013-18 DWMP. All 390 septic systems within the potable catchments were inspected and mapped, leading to the endorsement of the DWMP by CHW on 13 February 2017. This endorsement has enabled some property owners to build homes on their land after many years of being held in limbo.

Within the Declared Sewerage District, 153 septic systems were inspected and mapped, leading to the identification of nine clusters of failing septic systems. These are currently being assessed for reticulated sewerage by CHW. There are approximately 400 remaining septic systems in the DSD which have been prioritised for inspection.

There are numerous documented instances of costly delays and planning conflicts between new development and properties with existing septic systems, especially at the urban fringe of the city. Council and CHW must work together to have a transparent, equitable and efficient process to minimise such conflict and plan effectively for the growth of Ballarat.

This plan builds upon the work achieved by the previous DWMP and has six strategies designed to address these issues. These strategies seek to sustainably fund the implementation of the plan over the next five years and focus on inspecting all septic systems in the Declared Sewerage District.

This DWMP is intended to deliver a coherent approach, in conjunction with CHW, for the provision of sewerage infrastructure and onsite septic systems for Ballarat. This DWMP also proposes to maintain its endorsement in relation to the potable catchments via an inspection program of those elevated risk septic systems. Finally, this DWMP recommends improving the septic database, educating septic owners and improving the process by which septic permits are issued.

Appendix A: Communications Plan

- The process of communicating the DWMP is referenced in the section on Stakeholder Engagement on page 9.
- The audit report for the 2013-2018 DWMP will be published on Council's website.
- Feedback will be sought from all 3,146 septic owners via post or email. Such extensive consultation was not done with previous DWMPs and it is hoped that it will deliver a better response from the community than was achieved in the past.
- Once the DWMP has been finalised and is endorsed by Council, then it will be published on Council's website, in the same location as the 2018 audit report.
- If an Information Pack is developed in accordance with Strategy 6, this will be published on Council's website.
- If an inspection program commences in the DSD, then the outcomes will be communicated to the key stakeholder, CHW, in separate reports produced at least annually.

Appendix B: Recommendations specific to Ballarat

<p>Reserve land application area</p>	<p>The City of Ballarat supports the principle that all unsewered allotments should have a reserve effluent disposal/land application area set aside for future use. The purpose of having a reserve area is to allow a factor of safety against unforeseen malfunction or failure, perhaps following increased household occupancy or inadvertent misuse of the system. It also makes it possible to increase the size of the house in the future.</p> <p>On newly created allotments a reserve land application area should be nominated at the subdivision stage for all allotments under 1 ha (10,000m²) in size.</p> <p>The requirement for a reserve land application area is supported in AS/NZS 1547:2012.</p>
<p>Irrigation Systems</p>	<p>AS/NZS 1547:2012 requires irrigation systems to be constructed to avoid the likelihood of blockage.</p> <p>For this reason, the following components should be included in an irrigation system.</p> <ul style="list-style-type: none"> • In-line filters to minimise the discharge of suspended solids to the land application system • Vacuum breakers to prevent the ingress of soil • Flush valves to allow periodic cleaning/flushing of the system. <p>The installation of an in-line filter however, creates a responsibility for the home owner to ensure that the filter is cleaned regularly. Failure to clean an in-line filter may have a detrimental effect on any pumps installed within the septic tank system.</p>

	<p>Irrigation systems should be constructed using pressure compensating sub-surface irrigation pipe work which evenly distributes effluent throughout the irrigation area.</p> <p>It is important to ensure that any pump used in the distribution of wastewater is designed to suit the irrigation network. For this reason, it may be necessary to increase the size of an irrigation field when proposing to split the irrigation system for alternate dosing.</p>
Water Rotors	<p>Water rotor valves have been found to be unreliable to the extent that many property owners have been found to have undertaken unauthorised alteration to their irrigation systems by removing the water rotor. For this reason, the City of Ballarat does not support the installation of water rotor valves on irrigation systems due to the high likelihood of failure, and the subsequent overloading of sections of an irrigation system.</p>
Absorption trench system	<ul style="list-style-type: none"> • Minimum capacity 3000L concrete Septic Tank • 100mm sewer pipe from dwelling to Septic tank • 90mm PVC pipe from Septic Tank to Distribution Boxes • Distribution Boxes made from concrete or HDPE • Aggregate in absorption trenches – blue metal or clean Scoria, 20-40mm • Geotextile Cloth or Woven Weedmat over aggregate • Trench capping – loam or site top soil
Sandfilter system	<ul style="list-style-type: none"> • Minimum capacity 3000L concrete Septic Tank • Welded Canvacon Q liner • Approved filter sand • Distribution pipes – 90mm slotted PVC • Collection pipe – 100mm slotted sewer pipe • Geotextile cloth or Woven Weedmat

	<ul style="list-style-type: none"> • Pumpwell – 750mm diameter concrete • Visual / Audible Alarm • HDPE fittings
Mound system	<ul style="list-style-type: none"> • Imported soil or approved sand • Design as per technical drawing or LCA
Aerated Wastewater Treatment System (AWTS)	<ul style="list-style-type: none"> • Current EPA Certificate of Conformance • Visual / Audible Alarm
Subsurface Irrigation (for Secondary Treated Wastewater Only)	<ul style="list-style-type: none"> • Pressure Compensating pipework – Toro, Wasteflow, or similar • Inline filter • Vacuum Breaker with a Surface Box • Flush out valve with a Surface Box

**Review of Consultation
Process for Domestic
Wastewater Management
Plan 2019 – 2024
April 2019**



Executive Summary

Council received over a hundred responses from the community in response to its consultation over the proposed Domestic Wastewater Management Plan (DWMP) for the 2019-2024 period. In general, residents were well informed as to how their septic systems operated and how to maintain them.

41 responses were to advise that their septic record was outdated for reasons such as the septic being connected to sewer or inaccurate data (not having a septic at all). These records have been updated on Council's database.

All responses agreed with the overall strategic direction and aims of the DWMP.

There was a strong response from a cluster of septic owners in Cardigan, centred on Gleno Court who wished to have reticulated sewerage provided for them. There was strong feedback by two respondents on the deleterious effects of septic tanks on Lofven Street, Nerrina and their desire for reticulated sewerage services. Council is already aware of these issues based on the inspection work done in the 2013-2018 DWMP.

There was disagreement as to the best approach for funding the DWMP inspection program with 7 responses supporting a septic levy, 11 not supporting the levy and 6 supporting funding from general revenue. In general, most people understood and agreed with the need to have an inspection program and that this required some level of funding.

Central Highlands Water indicated that they favour either the septic levy or funding from general revenue but will not provide any funding. Instead, they are prepared to contribute to a capital program to provide sewerage infrastructure to areas where clusters of septic tanks have failed.

It is recommended that Council decide upon a funding model simultaneously to endorsing the DWMP. The core focus of the 2019-2024 DWMP is to inspect and map the 400 or so septic tanks in the Declared Sewerage District which will require approximately \$100,000. This will take one officer, working full time, approximately one year to complete.

Community consultation approach

The community consultation occurred as follows:

1. Direct email to key stakeholders, Central Highlands Water (CHW), Environment Protection Authority (EPA), Catchment Management Authorities, Goulburn Murray Water and Southern Rural Water on 8th February 2019.
2. Uploading of the 2019-2024 DWMP draft document and the independent audit of the 2013-2018 DWMP onto the mySay website 15th February 2019.
3. Placement of hard copies of the DWMP at the customer service counter for perusal 21st February 2019.
4. Placement of notice seeking feedback onto the Ballarat Times noticeboard on 21st February 2019.
5. Mail-out on 1st March 2019 of 2,847 letters to septic tank owners seeking feedback on the DWMP.
6. At the invitation of local residents, DWMP project officer Hector Burton visited an impromptu community meeting at McGrath Court, Cardigan to discuss sewerage provision. The date of this meeting was 10th April 2019 and 9 residents were in attendance.
7. 1st May 2019 – feedback closed.

Council database improvements

There were 41 septic records which were updated on the Council database (Pathways) because of community feedback via telephone, email and the mySay portal. These records were either false (no physical septic on the property - 27) or represented septic tanks which had been subsequently decommissioned (14) because of connection to sewer. Notifications for these updates occurred over the period 5th March 2019 to 26th April 2019. Obtaining these notifications was a useful way of updating Council records.

mySay feedback

There were a total of 41 responses recorded on the mySay portal over the period 11 February to 15 April 2019.

In terms of the overall DWMP intentions and strategy, there were 3 responses in relation to the need for reticulated sewerage for the Cardigan cluster of septic, centred on McGrath Courts. There were 10 responses that were positive to the DWMP and 28 responses which were neutral. No responses were negative as to the overall DWMP intentions and strategy.

There was substantial feedback on Strategy 1 of the DWMP which relates to funding the septic inspection program. Whilst virtually all respondents understood the need for funding the inspection program, there was disagreement as to where the money should be sourced.

The following is a summary of the responses in regard to Strategy 1:

19 neutral
7 pro-permit levy
6 anti-permit levy
6 support funding from general revenue
1 confused
2 support funding from pump-out levy
41 TOTAL

About half of the responses were neutral over funding as they had comments on some other aspect to the DWMP. Of the remaining 22 responses, it was approximately a three-way split between those supporting a \$30/annum septic levy (7 submissions), opposing the levy (6) and supporting the inspection program being funded from general revenue (6). There was 1 response which was evidently confused about the proposal and 2 other responses which supported a levy applied to the septic pump-outs. A general trend in the responses was that they felt they were already paying substantial rates to Council and queried as to why an additional levy was necessary.

Potentially one solution to the dilemma is to apply the levy for a limited period, perhaps just for one year, to allow for the key inspection program of the Declared Sewerage District to occur. There are approximately 400 septic systems in the DSD which would take approximately 12 months to complete.

Feedback via email and telephone

There were 15 recorded responses over the period 5th March to 30th April 2019. All of the feedback was supportive of the plan and 5 responses were unsupportive of the proposed \$30/annum septic levy. Many of the responses pointed out that the plan was unclear when accounting for the significant up-front cost of septic installation. When these costs are accounted for, the cost between septic and reticulated sewer becomes more comparable. That is, a typical septic installation costs approximately \$12,000 which if amortised over a 30-year lifespan is \$400/annum. Typical servicing costs for a septic are in the region of \$100-400/annum, depending on the type and complexity of the system. Combining the depreciation and servicing costs together, the costs of a septic installation are comparable to the \$756/annum sewerage disposal fees charged by CHW. The DWMP has been suitably amended to include these valid observations. It is noted that the \$30/annum proposed levy seems relatively minor in comparison to these costs, especially if it is for a limited time.

Cardigan Cluster

The DWMP consultation process triggered a noticeable response in McGrath Court, Cardigan, which is currently unsewered. The residents requested a meeting as mentioned above on 10th April 2019, with 9 residents in attendance. The nearest sewerage line is approximately 500m distant, on Launchley Drive. There were approximately 7 written responses in support of sewerage infrastructure being delivered to McGrath Court. The respondents in general accepted that they would each be required to provide finance to achieve the project. These responses have been forwarded to the relevant section within Council responsible for developing a masterplan for this specific area.

Lofven St Cluster

The DWMP consultation process triggered two emotional letters from residents of Lofven St, Nerrina. They expressed profound dissatisfaction with their septic systems and very much wished for reticulated sewer to be provided to them. Lofven St has already been identified by Council as a major cluster of failed septics which requires sewer provision.

CHW Feedback

Stephen Carter from CHW provided two response letters which indicated that their preference is that funding for the DWMP be provided via Option 1 (levy) or Option 4 (general rate base). They did not offer to provide any funding to the DWMP implementation but they support Council's approach for targeting the high-risk septics in the potable catchments. They have indicated that they are prepared to assess the provision of sewerage infrastructure to the clusters of failing septics, especially Doodts Rd (Nerrina) and Chatham Ave (Mount Clear). They have not committed funding for this or provided details on timeframes or exact figures in question. They would prefer that Council leads the community consultation process.

EPA Feedback

The EPA (Environment Protection Authority) provided feedback on 7th May 2019. This feedback was mainly in relation to specific details in the DWMP, rather than its overall intentions and strategy. The DWMP has been amended to reflect these improvements recommended by them.

Overall conclusions

The focus of this five-year DWMP are the septic systems in the DSD which number 550 systems. Approximately 400 (73%) of these septic systems have not been inspected or mapped. It is estimated that it will take approximately one year for a full-time officer to inspect and map them. The task may be split over a number of years with a commensurate alteration in the time loading.

In the potable catchments, it is anticipated that the required annual inspection number (no more than 50) will be achievable by utilising existing EH resources.

Having accurate data on the septic systems within the city is a prudent step which will empower Council to make good planning decisions as Ballarat continues to grow. It is recommended that Council members read the community feedback from the Cardigan cluster to appreciate the importance of effective, transparent planning decisions in regard to sewerage infrastructure. It is also recommended that the feedback from the two residents on Lofven St be read to gain an appreciation of the amenity impacts from not having sewerage services in a built-up residential area (Attachment 1).

The next step is to put the DWMP in front of Council for endorsement. As summarised above, essentially all the community and stakeholder feedback was supportive of the overall focus and strategies of the plan. Consequently, it appears that from a stakeholder perspective, the DWMP draft meets their expectations and there does not appear to be any need to alter it.

The one item which did elicit significant feedback was how the inspection program for the DWMP is to be funded (Strategy 1). It is recommended that a decision on the funding pathway be made simultaneously to the DWMP being endorsed at a Council level. It should be noted that virtually no residents queried the need to run the inspection program. The disagreement stemmed as to where the funds should be sourced. It is recommended that the collated feedback from residents be perused to gain an understanding of the various community perspectives. It is noted that in the feedback from the mySay portal, 7 respondents were supportive of the septic levy, 6 were not supportive, 6 supported funding from general revenue, and 2 supported funding from a septage levy. In the other feedback provided via telephone and email, the feedback was broadly negative to the septic levy with 5 out of 15 responses against it and none in favour of it.

When making its decision as to the most appropriate funding pathway, Council may note that a well-established principle of environmental regulation is that of “polluter pays” – whereby the persons who generate pollution and waste should bear the cost of dealing with it. This principle

is referenced explicitly in the *EPA Act 1970* (Victoria) under section 1F. The septic levy is in keeping with this principle where the persons who generate the pollution (septic tank users) should bear the cost for dealing with it, including the administration of the system to regulate and monitor it (the DWMP).

It should also be noted that Council made a significant investment in the 2013-18 DWMP, employing a full-time project officer for approximately two and a half years to implement it at a total cost in excess of \$200,000. This funding was made from general revenue. The DWMP provided benefit to those landowners within the potable catchments when the DWMP was endorsed by CHW on 13 February 2017, enabling the development of suitable lots which had previously been restricted. The broader community also benefited from the reduced risk of pollution of potable water resources when defective systems were rectified. This DWMP also provided the underpinning for the identification of those clusters of failing septic tanks which pose an ongoing risk to public health and community amenity in the city. On the basis of that DWMP and associated reports, as well as accompanying support from the EPA and DHHS, CHW appears to be now at the stage where it will implement a sewerage infrastructure program. The details of this are yet to be fully established however this development would certainly have not eventuated without the foundational work of the DWMP. Such a program will improve the amenity and reduce risks to public health for Ballarat.

The projected cost of the DSD inspection program is approximately \$100,000 to inspect, map and intervene where necessary for the 400 septic tanks in this area. Given the previous contribution to the DWMP from general revenue, it could be argued that it is now appropriate that septic tank owners make a modest contribution to the septic program in the form of the \$30 septic levy. As described previously, the levy is minor in comparison to the costs of reticulated sewer (\$756/annum) or septic operation (\$500-800/annum). This is especially so if the levy were applied for a limited duration – even a single year would generate approximately \$90,000 or about what is required. Alternatively, the \$30 could be spread over the life of the DWMP as \$6 per annum.

11.4. REQUEST FOR CITY OF BALLARAT PARTICIPATION IN THE INTERCULTURAL CITIES CONFERENCE TO BE HELD IN HAMAMATSU JAPAN OCTOBER 2019

Division: Community Development
Director: Neville Ivey
Author/Position: Jenny Fink – Executive Manager Learning & Community Hubs

OFFICER RECOMMENDATION**Council resolves to:**

- 1. Approve travel to Japan for a Councillor to speak at the Intercultural City Summit in Hamamatsu.**
- 2. Approve travel to Japan for a Council Officer to speak at the Intercultural City Summit in Hamamatsu.**
- 3. To acknowledge the generosity of the City of Hamamatsu in funding all travel and associated costs for both attendees.**

EXECUTIVE SUMMARY

In 2016 the City of Ballarat became the first Council in Australia to receive accreditation as an Intercultural City and as such, has set the benchmark for Australian local government.

Ballarat is recognised by the Intercultural Cities Program as having good/best practice in relation to Harmony Fest, our Intercultural Strategy and the Intercultural Ambassadors program. We have also been asked to provide a further good practice example to the ICC network in relation to our Intercultural Gala dinner.

Ballarat's participation in the Intercultural Cities network and regular participation at conferences such as this one, builds knowledge, capabilities and exposes us to best practice examples and programs that we can use in this country. Ballarat is also showing leadership within local government of adopting inclusive, intercultural practice.

The City of Hamamatsu is the closest ICC City to Ballarat outside of Australia and in 2018 students from Hamamatsu studying ICC principles and theory visited Ballarat. This is an opportunity for Ballarat to reciprocate that visit and learn more of ICC practices in Japan.

RATIONALE

The City of Ballarat has received an invitation from Intercultural City Hamamatsu in Japan requesting that the Mayor and a Council Officer speak at the Hamamatsu Intercity Cooperation Summit 2019 in October.

The Mayor has been specifically asked to speak on the second day of the Conference regarding our Intercultural City Strategy and is also asked to participate in a panel session on the second day.

The Council Officer has been asked to speak on the implementation of our intercultural strategies such as the Multicultural Ambassador Program, Harmony Fest and the Intercultural Employment Pathways Program. The Officer is also asked to participate in the panel session on the first day.

Both sessions are scheduled to be approximately 1 hour and 30 minutes, however details are still to be finalised. The Summit will be held over a three-day period with a study tour of various sites in Hamamatsu planned for the third day.

A copy of the draft summit outline is below.

<p>Day 1 (23/10/19)</p>	<ul style="list-style-type: none"> • Keynote Speech “Intercultural Policies” (tentative title) • Japanese and English simultaneous interpretation • Practical Application’s session “Putting Into Practice Community Building that Makes Use of Diversity Advantage” (tentative title) • *Japanese and English simultaneous interpretation • Welcome Reception
<p>Day 2 (24/10/19)</p>	<ul style="list-style-type: none"> • International Conference (keynote speech, public symposium) *Japanese and English simultaneous interpretation • Main theme: <ul style="list-style-type: none"> ○ “Intercity Cooperation Towards Sustainable Community Development” • Session themes: <ul style="list-style-type: none"> ○ ” International Cooperation of Intercultural Cities” ○ “Taking Advantage of Foreign Ties for the Development of Local Governments” ○ “Promoting SDGs (Sustainable Development Goals) through Intercity Cooperation” ○ Farewell Party
<p>Day 3 (25/10/19)</p>	<ul style="list-style-type: none"> • Study Tour - Hamamatsu

The City of Hamamatsu will cover all expenses involved with the trip for both the Mayor and the Council Officer including:

- Round trip plane ticket to and from Japan
- Round trip (public transportation) costs from an airport in Japan to JR Hamamatsu Station
- Accommodation during the entire conference period (Maximum of 3 nights: check-in on Oct. 23 and check-out on Oct. 26)
- Meals during the entire conference period

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	No	No
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

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

Financial/Resources – The City of Hamamatsu will cover all expenses involved with the trip for both the Mayor and the Council Officer including:

- Round trip plane ticket to and from Japan
- Round trip (public transportation) costs from an airport in Japan to JR Hamamatsu Station
- Accommodation during the entire conference period (Maximum of 3 nights: check-in on Oct. 23 and check-out on Oct. 26)
- Meals during the entire conference period

Implementation and Marketing - Following Council approval all International Travel is communicated to the community as per Council's travel approval processes. All international travel is recorded on travel registers which Council must maintain in accordance with its obligations under the Local Government (General) Regulations 2015.

Evaluation and Review – A follow up presentation will be provided to Councillor's at a strategic briefing.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Nil

ATTACHMENTS

Nil

11.5. CITY OF BALLARAT - SKATE AND TWEEN/TEEN FACILITIES FRAMEWORK

Division: Community Development
Director: Neville Ivey
Author/Position: Mark Patterson – Executive Manager Sport and Active Living

OFFICER RECOMMENDATION

Council resolves to:

Approve and adopt the City of Ballarat Skate and Tween/Teen Facilities Framework.

EXECUTIVE SUMMARY

In September 2014 Council undertook an initial review of its provision of skate spaces across the municipality as well as broader public recreation and play spaces for young people to enjoy. The 2019 review builds upon the existing Ballarat Play Space Strategy and the City of Ballarat Recreation Strategy 2014 and the draft Active Ballarat Strategy 2019.

To achieve the plan which is presented now, specialist consultancy company, Playce reviewed the existing documentation in detail, engaged stakeholders and undertook comprehensive surveys to determine their specific needs. A municipal wide facility review and demographic distribution analysis, along with an on-site assessment of potential new available sites was also undertaken as part of the framework development.

The focus was ensuring that the City of Ballarat had a clear strategic framework to appropriately be able to provide accessible, inclusive and relevant skate, scooter and BMX spaces and broader activity spaces for tweens and teens that are in line with current world's best practice and to set an achievable ten-year implementation plan.

The key recommendations being made to achieve this plan are outlined below;

High Priority

- Replace, in a different location, the former Ballarat Civic Hall Skatepark with a new urban tween activities space that focusses on provision of plaza style skateboarding (beginners' style) whilst also becoming a social hub and recreation space attractive and relevant to children but can be used by the entire community. To support a comprehensive assessment of this style of facility and its location a temporary modular pump track was recently installed in Victoria Park. The popularity and general feedback have been extremely positive to this initiative which provides confidence to Council, not only in terms of this project but to the significant popularity of this style of recreation within Ballarat.

Special Note

- Given the timelines of the Gov Hub construction and the disruption to users of the skate facility on the Civic Hall site, officers brought forward the initial planning program consistent with the recommendations within the Skate/Youth facilities framework recommendations to commence the Victoria Park trial.

Medium Priority

- Replace existing Delacombe skate park with new area to south, closer to bus stop
- Undertake design and implement new local skate/tween activity space for Miners Rest
- Undertake design and implement new local skate/tween activity space for Wendouree
- Extension of Len T Fraser skate park with large street plaza and transition areas
- Undertake design and then implement new local skate/tween activity in Alfredton

Low Priority

- New local skate/tween activity space for Mt. Clear/Mt. Helen
- New local skate/tween activity space for Ballarat North/Invermay Park
- Possible new local/tween activity space for Lucas.

*Plans are also being implemented for a new recreation spaces in Ballymanus and MR Power Park that will include local skate/tween installations.

Temporary trial site opportunities

The success of the modular popular pump track trial in Victoria Park paves the way to include short term trial opportunities to be established providing a practical and nimble response to needs of the community. Sites in Miners Rest, Sebastopol and Alfredton have already been identified as opportunities.

The online surveys undertaken confirmed the need for upgrades and new facilities to cater for the young population of Ballarat and surrounds. This feedback not only identified the need for skate spaces but also for tween and teen community spaces and recreation opportunities for youth. Ongoing consultation with key stakeholder and user groups will be an important process that will ensure that any new developments are designed and well informed by the community.

These ongoing consultations will be managed by the Sport and Active Living unit in collaboration with the City of Ballarat Youth services team.

The framework not only recommends upgrades to existing facilities but advocates for careful consideration of future sites in new development areas and for these to include both skate/tween teen and recreation spaces which actively including people as part of the broader community.

Importantly the framework also acknowledges the 2018 Active Women and Girls' strategy which aims to provide a tailored response to priority issues identified within the municipality that may be constraining women and girl's involvement in sport and physical activity, either as leaders or participants.

Councils Design-led City approach should also note and understand how this framework could positively impact. This is where incidental urban skate spaces could be designed into the street scape and as a consequence skate would be more regularly considered as a mode of transport in appropriate locations.

RATIONALE

The research that has been gathered as part of this study comes through from a variety of assessments and data sets across key topics as detailed below.

Demand

The assessment of demand has been made by assessing participation, undertaking benchmarking across other municipalities and by comparing skatepark provision against play space provision.

As a minimum, based on the numbers detailed in the report (Table 2.1) Page 4, the provision of spaces in which Tweens and Teens can participate should be a priority for the City as this will ensure that the existing and steady demand is catered for appropriately.

Further in (table 2.1) Page 4 skateboarding, BMX, and other wheeled sports have remained popular over the last 6 years and there is no evidence of this reducing in the foreseeable future. Therefore, it was important to review the current supply of facilities within Victoria that have been built and where Ballarat sits in comparison to both metropolitan and regional communities to ensure the appropriate service provision for these recreational pursuits.

When compared against other communities and regional councils Ballarat has a similar level of skate park provision. See table 2.2. Page 5.

It is important to also note that across Victoria, the needs of young children (0-8) are actively being met (from a numbers perspective at least) whilst the provision for older children (tweens) and teenagers are significantly underrepresented.

Demographics – a guide to facility provision

The distribution of children by suburb is a good indicator of where new facilities and recreation spaces should go, particularly given that young people predominantly must either walk or use public transport to move throughout the city. Providing spaces that are central and are near to where large numbers of young people live will assist in maximizing opportunities to frequent facilities accordingly.

Key points that are highlighted by (table 3.1) Page 7 in the attached report are as follows;

- Alfredton has both the current highest number and percentage of young people in the entire municipality. Lake Wendouree and Rural west, have high percentages but low actual numbers
- Sebastopol/Redan, Ballarat central and Wendouree have slightly lower percentages but still have high actual numbers behind Alfredton.

Strategic Support

Benchmarking and demographic reviews confirm that there is a discrepancy in the appropriate provision of spaces for them. This is re-enforced in two important strategies prepared by the City of Ballarat, being the Play Space Strategy 2017 and City of Ballarat Recreation Strategy 2014.

Based on these reports, this framework aims to give greater clarity by distinguishing the important differences of skate specific demands and facility provision (playgrounds) and broader youth activity spaces so that Ballarat can ensure that it adequately meets the needs of both skaters and other action sports users (MR Power Park). This approach will ensure

Council creates broader spaces for young people in general, particularly females and that there is an appropriate mix of styles to ensure broad appeal for all age groups and genders.

A Two-Pronged Approach

When people talk about “**skatepark and youth space provision**”, there is often confusion both within the industry and broader public and an overall lack of clarity on what each of these are and what purpose they have.

This framework attempts to clearly explain the differences and how best these can be marketed, and it settles on a two prolonged model

- Sporting model – skate parks and
- Social model – teen/tween activity spaces

The descriptions below explain the different models in more detail;

Sporting Model e.g. Len T Fraser Skate Park

- Skateparks generally sited in recreation reserves with other sporting infrastructure
- Designed primarily for a sports focus (action sports & associated amenity)
- Generally important to be accessible by public transport
- Generally not specifically important to be close to Council services and commercial activity
- On site management rare
- Configuration and layout often consider training and competition requirements
- Little attraction for those that don't participate in action sports

Social Model - e.g. Victoria Park Pump track

- Activity spaces sited adjacent to youth services, major public transport and town centres and commercial precincts
- Very easily accessed by public transport
- High natural surveillance
- High capacity to provide centralised programs and events
- Attractive to other young people that don't participate in action sports with additional facilities and spaces to encourage greater broader participation (particularly girls.)
- Participation opportunities by broader community
- Consideration of play, art, music and other activities that are not just sports focused
- Skate can occur but is not focus of space

The report also details the key requirements for sports model and social model skate spaces. (Table 8.1), Page 22 of attached report.

Implementation Plan

The framework clearly articulates an implementation plan over a ten-year period. A detailed proposed implementation plan is included in the report, Page 31

In accordance with the City of Ballarat commitment to its Core Capital Sports Infrastructure program, an annual and appropriate budget allocation to the Skate & Tween/Teen Facilities Framework will ensure that Ballarat would meet the demands for the community in this section of sport and recreation activity.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017-2021
- City of Ballarat Recreation Plan 2014
- City of Ballarat Active Women and Girls Strategy 2018
- City of Ballarat Playspace Strategy 2017

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	Yes

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

Financial/Resources – Given that there is a recommendation to implement an ongoing program of upgrades and new facility developments for this cohort within the community an annual budget allocation assessment will be completed as part of the Sport and Active Living Sporting infrastructure Capital works program budget along with the annual Playspace program budget. Any such investment would form part of the annual budget process for Council.

Risk Management – An appropriate risk management framework that will help inform the implementation plan is key to ensuring that any risks are identified and managed. This will include risk management of planning and design of youth activity spaces and ongoing community consultation. City of Ballarat undertake a Risk Benefit Assessment when installing any Playspace infrastructure.

Implementation and Marketing – The Sport and Active Living unit will work closely with the City of Ballarat media and marketing unit to capitalise and promote the work undertaken in response to the adoption of the Skate & Tween/ Teen facilities Framework. The marketing will also inform the community of new and re-developed assets and opportunities available through the community that will ensure maximization of the assets developed through the program.

Evaluation and Review – There will be an annual evaluation and review of the implementation plan which will evaluate outcomes against the objectives of the framework and for each of the projects delivered over the ten-year program relating to the framework

CONSULTATION

Significant consultation formed a critical component of the framework development process and included direct face to face conversations, on-line surveys and focus group consultations.

The consultants - Playce along with the SAL and City of Ballarat Youth Services team have undertaken several consultations which have informed the report. Results of these consultations have been included within the Framework report.

The consultation process with the skate fraternity concentrated on a community meeting that was attended by Council Youth officers, Sport and Active Living and Playce. The participants have been very engaged in the conversations around future facilities planning and facility design and provided positive feedback and suggestions that have been included where possible in the final report.

In addition, an on-line survey process through "My Say" was undertaken which provided further opportunity to additional feedback from the youth community and the broader community, approximately 50 respondents contributed through this medium.

The feedback has subsequently been analysed and where possible the suggestions included in the final report.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- City of Ballarat Skate & Tween/Teen Facilities Framework
- City of Ballarat Playspace Strategy 2017
- City of Ballarat Recreation Plan 2014
- Active Ballarat Strategy Draft

ATTACHMENTS

1. Ballarat Skate Tween Teen Facilities Framework JULY 2019 [**11.5.1** - 34 pages]

Skate and Tween/Teen Facilities Framework



Contents

ITEM	TITLE	PAGE
1	EXECUTIVE SUMMARY	3
1.1	Introduction	3
1.2	Recommendations	3
1.3	Summary of Recommendations	3
2	CONFIRMING DEMAND	4
2.1	Introduction	4
2.2	Participation comparison	4
2.3	Facility comparison benchmarking	5
2.4	Comparison of skateparks against playspaces	6
3	DEMOGRAPHIC REVIEW	7
3.1	Introduction	7
3.2	Review	7
3.3	Discussion	7
4	STRATEGIC SUPPORT	8
4.1	Introduction	8
4.2	Ballarat Play Space Planning Framework (BPSPF)	8
5	COMMUNITY ENGAGEMENT	9
5.1	Ballarat Youth Strategy Consultation (2009)	9
5.2	Online Surveys	9
5.3	Summary: Ballarat Skate Spaces Survey	10-11
5.4	Summary: Ballarat Youth Activity Spaces Survey	12-13
5.5	Discussion	13
5.6	Summary: 2018 Skate Stakeholder Survey information	14
6	A TWO PRONGED APPROACH	15
6.1	Introduction	15
6.2	A skatepark or tween/teen play or activity space	16
6.2.1	The sporting model - a skatepark	16
6.2.2	Summary of skatepark model	16
6.3	The social model - teen/tween activity spaces	17
6.3.1	Summary of social model (youth activity space)	17

ITEM	TITLE	PAGE
7	GEOGRAPHICAL IMPLICATIONS OF SKATEPARKS AND YOUTH ACTIVITY SPACE DISTRIBUTION MODELS	18
7.1	Different municipalities require different models	18
7.1.1	Municipalities	18
7.1.2	Townships	18
7.1.3	Country centres	18
7.1.4	Suburban areas	18
7.1.5	Ballarat	18
8	MODEL DEFINITION	19
8.1	Definition of sports model	19
8.1.1	Regional	19
8.1.2	Local/Neighbourhood	19
8.1.3	Incidental	20
8.2	Definition of social model	21
8.2.1	Major Tween/Teen Focused Activity Space	21
8.2.2	Local Tween/Teen Activity Space	21
9	EXISTING PROVISION	23
9.1	Introduction	23
9.2	Ballarat Skatepark existing facility definitions	23
9.3	Ballarat Skatepark existing facility condition review	23-28
10	PLANNING FOR GROWTH	29
10.1	Future provision	29
11	IMPLEMENTATION STRATEGY	30
11.1	A new major tween/teen activities space	30
11.2	Infill local/incidental parks	30
11.3	Funding and roll out	30
11.4	Implementation plan	31
12	EXAMPLES OF TWEEN AND TEEN PLAY	32-33
13	EXAMPLES OF TWEEN AND TEEN PLAY SPACES	34

1. Executive Summary

1.1 Introduction

Playce was engaged in September 2014 to undertake a review of the current and future provision of skate spaces across the municipality as well as the consideration of broader public recreation and play spaces for young people to enjoy. This review builds upon the existing recently updated Ballarat Play Space Strategy 2016 and Active Ballarat Strategy.

To achieve this plan Playce reviewed the above documentation in detail and engaged with local stakeholders. This engagement process included undertaking a comprehensive survey to determine the specific needs of those stakeholders, as well as a more municipal-wide review and demographic distribution and on site assessment of possible new available sites. A review of Ballarat's existing skate facilities was also undertaken.

The main focus was ensuring that the City of Ballarat had a clear strategic plan to appropriately provide accessible, inclusive and relevant skate, scooter and BMX spaces and broader activity spaces for tweens and teens in line with current practice for the next ten years. When referring to tweens, we are referring to the age group approximately between eight and 12 years of age (according to the Cambridge English Dictionary) who generally are not independently mobile and still interested in play.

The key recommendations to achieve the above plan are outlined below and focus on both new facilities and upgrades to existing parks to give the City of Ballarat a clear strategic direction.

1.2 Recommendations

The following recommendations are based on the key outcomes from the strategic plan and focus on both skate facility provision and providing spaces for young people more broadly.

1.2.1 High priority

- In lieu of the GovHub project, it is recommended replacing Ballarat Civic Hall Skatepark with a new urban tween focused activity space. This space would focus on provision of plaza style skateboarding, while also becoming a social hub and recreation space attractive and relevant to tweens and teens. The intention is for use by the entire community.

1.2.2 Medium priority

- Replace existing Delacombe Skatepark as identified in Doug Dean Recreation Reserve Masterplan.
- Undertake design and implement new local skate/tween activity space for Miners Rest
- Undertake design and then implement new local skate/tween activity space for Wendouree
- Extension of Len T Fraser Skatepark with large street plaza and transition areas
- Undertake design and implement new local skate/tween activity for Alfredton

1.2.3 Low priority

- New local skate/tween activity space for Mount Clear/Mount Helen
- New local skate/tween activity space for Ballarat North/Invermay Park
- Possible new local skate/tween activity space for Lucas

1.3 Summary of recommendations

The online surveys undertaken in 2014 confirmed the need for upgrades and new facilities to cater for the young population of Ballarat and surrounds. This included not only skate spaces but other community spaces for socialising and other active recreation opportunities. This was reconfirmed with surveys undertaken on-site with users in 2018.

The strategy recommends not only upgrades to existing facilities but advocates for careful consideration for future sites in new development areas to include both skate and recreation spaces which actively include young people as part of the broader community.

The City of Ballarat has the tools to ensure comprehensive planning of new developments to appropriately cater for the social and recreational needs of young people within the municipality. The implementation of this strategy for any future planning will ensure the needs of Ballarat's young people are met to create a more active and inclusive community.

2. Confirming Demand

2.1 Introduction

Given that skateboarding, BMX and scootering are undertaken as informal unstructured recreation activities, it is difficult to quantify participation unlike organised sports which have clubs and members to determine use and popularity. Therefore the Australian Bureau of Statistics (ABS) undertakes a three-yearly survey/research that includes data on children's participation in bike riding, skateboarding, rollerblading and scootering. This information is invaluable as it enables us to see the significant popularity of these activities, particularly compared against traditional popular organised sports and activities. This is summarised in table 2.1.

2.2 Participation comparison

The following table shows how significant the popularity of both bike riding and skate-wheeled sports (skateboarding, scootering and rollerblading) are across Australia when compared to the most popular organised sports for both boys (soccer, swimming and AFL) and girls (dancing, swimming, netball). It is important to note these figures pick up all bike riding and do not distinguish BMX from other bike usage.

The figure for the skate-wheeled sports is also general and does not break numbers down into detail for each sport. Given the current popularity with young children for scooters for informal play and transport, this will no doubt have contributed to the significance of these numbers.

Having said that, given the numbers for both bike riding and skate-wheeled sports have grown or been relatively steady and are on average three times the participation rate of the nearest organised sports, they still represent a significant level that needs acknowledgment when considering both current and future provision of skate, scooter and BMX spaces for the Ballarat region.

Whilst the ABS has data up to 2012, there is other data from the Australian Sports Commission that is dated April 2018 (https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0012/796827/AusPlay_focus_Children_Participation.pdf). This data provides the following information around the current trends for out-of-school activities. It surveyed over 20,000 people, so while not comprehensive, provides some trends.

Girls in the 12-14 age bracket are participating in netball (30.6%), basketball (12.4%), dancing (11.8%), swimming (11.7%) and football/soccer (9.1%). Boys in the similar demographic are participating in football/soccer (27.4%), AFL (22.1%), basketball (18%), cricket (17.4%) and tennis (11.5%).

Table 2.1: Children's Participation in Selected Physical Recreation Activities compared with top three organised sports, By sex - 2006, 2009 and 2012 (ABS 2012)

	2006		2009		2012	
	number		number		number	
	'000	%	'000	%	'000	%
MALES						
Bike riding	1003	73.4	922.5	66.1	999.8	69.9
Skateboarding or rollerblading or scootering	780.4	55.9	857.8	60
Soccer (outdoor)	268.5	19.6	277.8	19.9	309.7	21.7
Swimming/Diving	225.7	16.5	240.1	17.2	235.2	16.5
Australian Rules football	188.5	13.8	223.7	16	212.7	14.9
FEMALES						
Bike riding	803.2	61.9	721.1	54.4	770.6	56.8
Skateboarding or rollerblading or scootering	562.2	42.4	640	47.2
Dancing	300.1	23.1	348.5	26.3	367.4	27.1
Swimming/Diving	236.8	18.2	262.8	19.8	256.9	18.9
Netball	224.1	17.3	225	17	220.4	16.2

2.3 Facility comparison benchmarking

Given the information in table 2.1, it is clear that skateboarding, BMX and other wheeled sports have remained popular over the last six years and there is no evidence of this reducing in the foreseeable future. Therefore it is important to review the current supply of facilities within Victoria that have been built to meet this demand and where Ballarat sits in comparison to both metropolitan and regional municipalities.

Table 2.2 provides a snap shot of population and numbers of skateparks to get an understanding of current provision throughout Victoria.

Importantly, given this strategy is looking both at skatepark provision and broader youth activity opportunities, and given most play spaces realistically only cater for children under 10 years of age, Table 2.2 also highlights the numbers of play spaces the sample of Victorian municipalities each have in comparison with skate spaces. Whilst skateparks are not specifically designed for teenage use, they are often seen as important spaces for teenage social and recreation activities and are a good starting point in understanding current broader provision of spaces for young people.

Table 2.2 outlines that generally most municipalities, no matter what location, all have at least one skatepark and almost all have a facility of at least a district scale, if not regional.

Ballarat, when compared to other municipalities, and in particular with other regional councils, has a similar provision of skateparks to other councils sampled in this table.

Outwardly, it could be said that Ballarat is in line with most regional centres regarding skate provision, however this table does not assess the quality, age or functionality of these parks or where they are located within their councils. It only shows that Ballarat is comparable with numbers. The existing skatepark assessments outlined later within this strategy show that there are some significant issues with these existing facilities that require consideration moving forward to ensure Ballarat has high quality facilities to cater for current and future demand. This is also relevant with the closure of the Civic Hall Skatepark as this will raise the ratio by population of skateparks to 25,421 which is significantly higher than all the other regional centres, so its replacement is critical moving forward.

Table 2.2: Benchmarking of existing skateparks with sample of Inner City, Outer

COUNCIL/SHIRE	REGIONAL SKATEPARK	DISTRICT SKATEPARK	LOCAL SKATEPARK	SKATEPARK TOTAL	TOTAL POPULATION	PEOPLE PER 1 SKATEPARK
INNER CITY						
MELBOURNE	1	1	1	2	135,959	67,979
HOBSONS BAY	0	1	3	4	88,778	17,755
MARIBYRNONG	0	1	2	3	82,288	27,429
MOONEE VALLEY	0	0	3	3	116,671	29,167
YARRA	0	2	0	2	86,657	43,328
PORT PHILLIP	1	0	1	2	100,863	50,431
MORELAND	1	1	0	2	162,558	81,279
BOROONDARA	1	1	2	4	167,231	41,807
GLEN EIRA	0	1	0	1	140,875	140,875
BAYSIDE	0	1	2	3	97,087	32,362
OUTER CITY						
WYNDHAM	0	3	1	4	217,122	43,424
HUME	1	2	5	8	197,376	24,672
NILLUMBIK	0	2	0	2	61,273	20,424
WHITEHORSE	1	0	1	2	162,078	81,039
MAROONDAH	2	1	1	4	110,376	27,594
MONASH	0	1	1	2	182,618	91,309
GREATER DANDE-NONG	1	0	1	2	152,050	76,025
CASEY	1	0	4	5	299,301	59,860
FRANKSTON	1	0	3	4	134,143	33,535
REGIONAL						
GREATER GEELONG	1	1	10	12	233,429	19,452
GREATER BENDIGO	1	1	3	5	110,477	22,095
GREATER SHEPPARTON	1	1	1	3	63,867	21,289
WODONGA	1	2	2	5	39,351	19,675

2.4 Comparison of skateparks against playspaces

Given a key part of this strategy is considering the provision of spaces that cater for the broader needs of teenagers, it is important to get an understanding of what is currently provided for teenagers in our public domain.

Whilst there are few examples of tween/teen activity areas, a starting point is looking at skatepark provision versus broader play provision for younger children. Whilst skateparks are not necessarily spaces specifically for teenagers (outlined later), the fact exists when considering the needs of this age group, skateparks are the only spaces provided for them. This then enables us to get a feel for the level of current provision.

Table 2.3, of the same Victorian sample of municipalities, looks at skatepark provision against play space provision. It shows very clearly that there is a major discrepancy between the provision of play spaces, (generally for 0-8 year olds) and skateparks. Across all councils there is on average at least 25 play spaces for every skate facility. For Ballarat this is slightly lower and sits at 16 play spaces for every skate space. Whilst we could also include other sporting areas, ovals, basketball half courts etc, in this assessment, the discrepancy is still significant.

This difference is compounded when we consider that most skateparks do not even adequately cater for the significant number of teenagers who don't actively participate in wheeled sports, particularly girls.

Therefore, across Victoria, the needs of young children (0-8) are actively being met (from a number perspective at least) whilst provision of spaces for older children (twens) and teenagers are significantly under represented.

Table 2.3: Benchmarking of existing skateparks, playspaces with sample of Inner City, Outer City and Regional Councils in comparison to Ballarat (ABS 2016 and information compiled from individual council websites).

COUNCIL/SHIRE	SKATEPARK TOTAL	PLAYSPACE TOTAL	PROPORTION OF PLAY/SKATE	TOTAL POP.	PEOPLE PER 1 SKATE-PARK	PEOPLE PER 1 PLAY SPACE
INNER CITY						
MELBOURNE	2	33	17		67,979	4,119
HOBSONS BAY	5	86	17	88,778	17,755	1,032
MARIBYRNONG	3	42	14	82,288	27,429	1,959
MOONEE VALLEY	4	93	23		29,167	1,254
YARRA	2	42	21	86,657	43,328	2,063
PORT PHILLIP	2	48	24		50,431	2,101
MORELAND	2	108	54		81,279	1,505
BOROONDARA	4	97	24		41,807	1,724
GLEN EIRA	1	28	28		140,875	5,031
BAYSIDE	3	49	16	97,087	32,362	1,981
OUTER CITY						
WYNDHAM	5	36	9		43,424	6031
HUME	8	195	24		24,672	1,012
NILLUMBIK	3	68	34	61,273	20,424	901
WHITEHORSE	2	170	85		81,039	953
MAROONDAH	4	34	9		27,594	3,246
MONASH	2	124	62		91,309	1,472
GREATER DANDE-NONG	2	102	51		76,025	1,490
CASEY	5	275	55		59,860	1,088
FRANKSTON	4	91	23		33,535	1,474
REGIONAL						
GREATER GEELONG	12	256	21		19,452	911
GREATER BENDIGO	5	115	23		22,095	960
GREATER SHEPPARTON	3	47	16	63,867	21,289	1,358

3. Demographic Review

3.1 Introduction

Further to the information provided earlier regarding both strong participation in action sports and a lack of spaces generally for teenagers across Victoria, it's important to then assess Ballarat's demographic profile, with a focus on young people and their distribution around the municipality to then assist in determining gaps in current and future provision.

3.2 Review

Ballarat's population for 2018 was estimated at 110,030, with a prediction to 114,193 by the end of June 2019 (<http://www.population.net.au/ballarat-population/>).

This represents an approximately 3.78 per cent growth rate over the last either (8) years. Population projections forecast Ballarat will grow to 144,108 by 2036 (<https://forecast.id.com.au/ballarat>), an increase of just over 31 per cent. Ballarat also has a higher percentage of 10-19 year olds than the state average of 11.7 per cent (ABS 2016).

This signals the importance of providing spaces and places for younger people in the municipality over the next 10 years, both given the rise in population and current lack of existing facilities to provide for current demand.

More specifically, it is important to see where the highest concentration of young people currently live and will be living in the next 10 years to understand which parts of Ballarat are most important to focus on for localised skate provision.

Table 3.1 summarises the population of children from 10 to 19 by suburb. It includes younger children as these 10 year olds surveyed at the time will be teenagers over the coming years. This enables the City of Ballarat to plan for future needs, as well as meeting current demand for tweens.

While older people also participate in skate and BMX, a significant proportion of users are within this 10 to 19 age bracket. Older users are also more likely to drive to facilities as required, so location is not as critical to them.

The distribution of children by suburb is a good indicator of where new facilities and spaces should go, particularly given young people predominantly have to either walk or use public transport to move throughout the municipality. Providing spaces that are central and in close proximity to where larger numbers of young people live will assist in maximising opportunities to frequent the facilities accordingly.

Key points from table 3.1 are as follows;

- Alfredton has both the current highest number and also percentage of young people in the entire municipality. Lake Wendouree and Rural West have high percentages but low actual numbers.
- Sebastopol/Redan, Ballarat Central and Wendouree have slightly lower percentages but still have high actual numbers behind Alfredton.

Table 3.1: Demographic overview of Ballarat by suburb (ABS 2016 and information compiled from <https://profile.id.com.au/ballarat>).

10-19 YEAR OLDS BY SUBURB/AREA	2016			2011			Diff. in 5 years	Existing facility?
	No.	%	diff. in VIC average (11.7%)	No.	%	diff. in VIC average (12.5%)		
Alfredton	1472	15.85	4.15	1267	17.59	5.01	205	
Ballarat Central	1214	12.80	-1.1	1344	14.02	-3.57	-130	YES
Ballarat East - Eureka - Warrenheip	594	11.00	-0.7	662	12.71	-1.31	-134	
Ballarat North - Invermay Park	747	12.99	1.29	787	13.60	0.89	-68	
Buninyong - Rural South	614	13.69	1.99	588	14.48	0.88	26	YES
Delacombe	948	14.24	2.54	870	16.27	1.79	78	YES
Golden Point - Mount Pleasant - Canadian	878	11.05	-0.65	939	12.53	-3.74	61	
Lake Wendouree (North) - Lake Gardens	375	15.04	3.34	320	15.09	2.56	55	
Lucas				n/a				
Miners Rest - Mitchell Park	536	12.32	0.62	485	13.09	-1.99	51	
Mount Clear - Mount Helen	854	13.47	0.77	909	15.93	2.84	-54	
Rural East	300	12.51	0.81	302	15.75	-0.18	-2	
Rural West	638	14.93	3.23	430	14.70	-1.05	208	
Sebastopol - Redan	1387	10.66	-1.04	1508	12.16	-2.54	-121	
Soldiers Hill - Black Hill - Nerrina (South) - Brown Hill (West)	991	10.72	-0.98	1064	11.90	-0.26	-73	
Wendouree	1226	11.69	-0.01	1440	13.52	1.83	-214	

3.3 Discussion

Based upon a review of Ballarat's demographics and in particular children aged 10-19 years, there is a relatively even spread of young people across the municipality. However, the provision of existing facilities does not adequately cover all areas appropriately. Therefore as part of the implementation strategy we will ensure that those gaps in provision will be prioritised, as well as facilities and existing spaces that require repair/redevelopment.

4. Strategic Support

4.1 Introduction

The above broader benchmarking and demographic review confirms there are significant numbers of young people and yet real discrepancies in provision for spaces provided for them. This is reinforced by the City of Ballarat's Play Space Strategy which acknowledges the importance of teenage play and the gap in provision both in Ballarat and throughout Victoria.

Based on this information, this strategy aims to give greater clarity on firstly distinguishing the differences in both skate specific facilities and broader youth activity spaces so that Ballarat can ensure it adequately meets the needs of both skaters and other action sports users whilst also implements processes and creates broader spaces for young people in general, particularly females.

4.2 Ballarat Play Space Strategy (2017)

This document reviews the provision for play throughout the City of Ballarat's 132 facilities for their quality, quantity, location and suitability, as well as providing a long-term plan for future provision of spaces. Its purpose is to guide planning for this over the next 10-15 years. With the largest projected age group by 2026 to be 15-19 years, planning is essential for this age group.

The strategy assists in clarifying why spaces for young people are so important. Following consultation with both adults and the younger community, it highlights the importance of spaces and the value of play in the community. Some of the activities, which were away from traditional skate/BMX areas include general socialisation, climbing, hanging out with friends, both organised and solo sport, cycling and skating, ball games, performance, running, risky play (play that involves exposure to danger) and technology.

Consultation and engagement of young people is important in the ongoing planning process. It empowers them in decision-making about the types of spaces that are developed. A play space's environment and diversity of play formed part of the issues arising from consultation. The intermingling of social, physical, creative and cognitive elements allows young people to grow and develop in places they feel comfortable. Classification of spaces into neighbourhood, district and regional areas allow for relevant

"Public spaces can include areas like streets, malls and squares, parks, bushland, watercourses, shopping centres and public buildings. Tensions can exist when groups of young people gather in public space in ways that adults in the community see as 'anti-social', unsafe or annoying"

"For children and young people, parks and open space are not just the stereotypical place to play, but also provide a place to socialise, be physically active, explore, have fun, 'hang out', be in contact with nature, escape from indoors, or just be free from the encumbrances of an increasingly adult world"

(Action for Young Australians Report, Australian Research Alliance for Children & Youth, 2009)

4.3 Ballarat 2018 Active Women and Girls' Strategy

Most recently, the 2018 Active Women and Girls' Strategy aims to provide a tailored response to priority issues identified within the municipality that may be constraining women and girls' involvement in sport or physical activity, either as leaders or participants.

Key outcomes relevant to this strategy include:

- Enhance the suitability of facilities for women and girls – formal sport and informal recreation through using Universal Design principles within design;
- Investigate strategies to support increases in female participation in informal and non-club-based physical activity opportunities;
- Current infrastructure provides a higher level of support for initiatives that encourage traditional male dominated activities ahead of activities targeting women and girls.

As part of the design and implementation of any new skatepark or tween active space, opportunities for females to participate and engage in the space will be paramount. Whether this is through active sporting areas or a focus on social gathering opportunities or play and fitness options relevant to young women.

5. Community Engagement

5.1 Ballarat Youth Strategy Consultation (2009)

The City of Ballarat's Youth Strategy was developed in consultation with young people through a number of forums and methods. One of the clear trends that emerged was the importance of thorough and genuine engagement with young people in the development of effective and safe community spaces that are welcoming for young people.

More specifically, the feedback from young people that is relevant for the development of youth activity spaces is:

- Ballarat Skate Park at Len T Fraser Reserve is considered 'youth friendly'
- Young people value having places for meeting friends and socialising - e.g. parks
- More spaces for young people are needed
- Need to consider innovative ways to provide spaces for young people, not necessarily segregation of age groups and users
- Need to seek opportunities to engage all age groups in the development of public spaces
- Provide better casual recreation opportunities
- Skateparks are popular - could be improved and more of them
- Some young people seek better playgrounds
- Suggest engagement with young people about and review of the effectiveness of

5.2 2014 Online surveys

The City of Ballarat undertook online community engagement asking participants a range of questions over two separate surveys;

- Ballarat Skate Survey
- Ballarat Youth Activity Spaces Survey

The response was very high with 91 participants for the skate survey and 92 for the youth activity spaces survey. The following pages outline the key findings from this significant engagement.



5.3 Summary: Ballarat Skate Spaces Survey

The following pages outline the key findings from the survey undertaken as part of the consultation phase for the City of Ballarat's Skate and Youth Activities Spaces Strategic Plan.

Questions relate to use and evaluation of current facilities, participation frequency and duration, suitability to age and skill level. It also outlines current users of these spaces and gathers their input on improvements they would like to see in the future.

The skate spaces survey demonstrated that the skate parks in Ballarat are poorly used with 56 per cent of participants stating that they mainly skate in spaces other than the seven local skate parks. The skate parks were largely rated as poor to average.

Skate parks in Ballarat were seen as being more appropriate for a higher skill level and for users over 15 years. Amenities and additional or alternative activities to skating were rated highly as ways to improve skate parks.



WHAT WE DO?



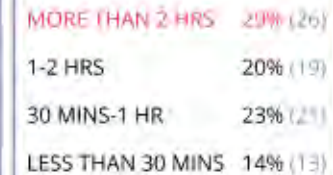
HOW LONG HAVE YOU BEEN SKATING/RIDING FOR?



HOW OFTEN DO YOU GO SKATING/RIDING?



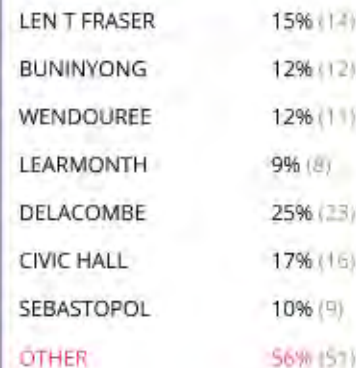
HOW LONG DO YOU SKATE/RIDE FOR?



RATE HOW APPROPRIATE EXISTING SKATE SPACES ARE FOR...?



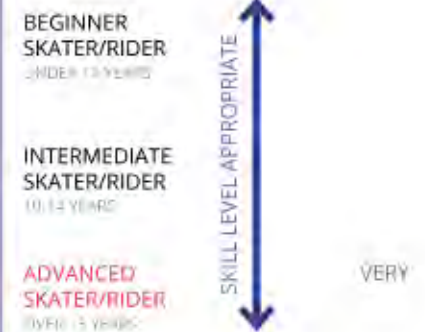
WHERE DO YOU USUALLY GO SKATING /RIDING?



AVERAGE RATING OF SKATE SPACES IN BALLARAT?



RATE HOW APPROPRIATE EXISTING SKATE SPACES ARE FOR...?



WHERE ARE YOU FROM?



WHAT COMPONENTS ARE MOST IMPORTANT FOR SKATE SPACES?

CLEARLY DEFINED BEGINNERS AREA
43% (39)



FEATURE BOWL
35% (32)



MINI RAMPS
34% (31)



VERT RAMPS
34% (31)



STREET OBSTACLES
30% (28)



MOST IMPORTANT AMENITIES FOR SKATE SPACES?



DRINKING FOUNTAIN



PLACE TO BUY FOOD



IMPORTANT ADDITIONAL ACTIVITIES FOR SKATE SPACES?



REST AREAS



BASKETBALL/NETBALL



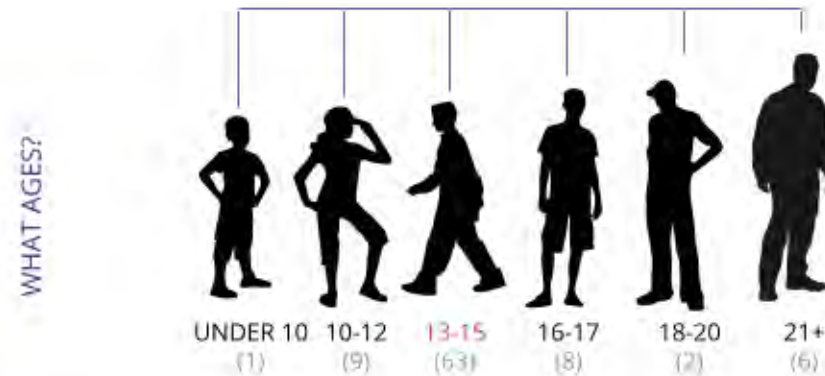
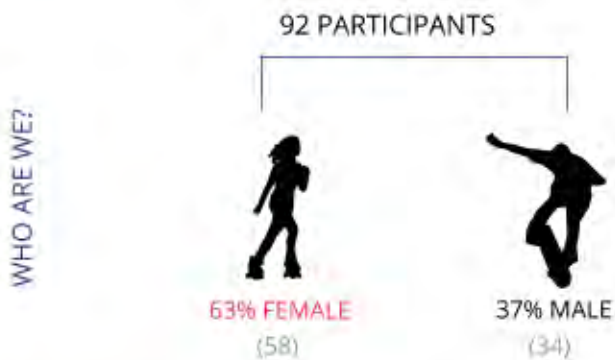
SITE MANAGEMENT/ PROGRAMS



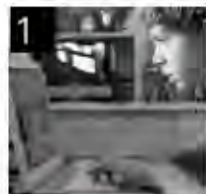
5.4 Summary: Ballarat Youth Activity Spaces Survey

From the Ballarat Youth Activity Survey it became clear that socialising and hanging out with friends is central to how those surveyed spend their spare time.

Centrally located spaces such as shopping strips, cinemas and shopping centres are the favoured places for youth to spend their spare time. Access to these spaces via public transport proved an important factor. Lack of transport is cited as one of the main factors in preventing people from using these spaces, along with not feeling welcome or safe in these spaces.



WHAT DO YOU LIKE TO DO IN YOUR SPARE TIME?



1 USING THE INTERNET



2 HANGING OUT AT SOMEONES HOUSE



3 LISTENING TO MUSIC



4 GOING TO THE MOVIES



5 HANGING OUT IN URBAN CENTRES



6 ORGANISED SPORT



7 ART PAINTING/DRAWING



8 HANGING OUT IN PARKS

WHAT WOULD YOU LIKE TO DO MORE OF IF IT WAS AVAILABLE IN BALLARART?



1 GOING TO THE MOVIES



2 HANGING OUT IN URBAN CENTRES



3 ADVENTURE PLAY PARKOUR/ROPES



4 HANGING OUT AT SOMEONES HOUSE



5 USING THE INTERNET



6 ORGANISED SPORT

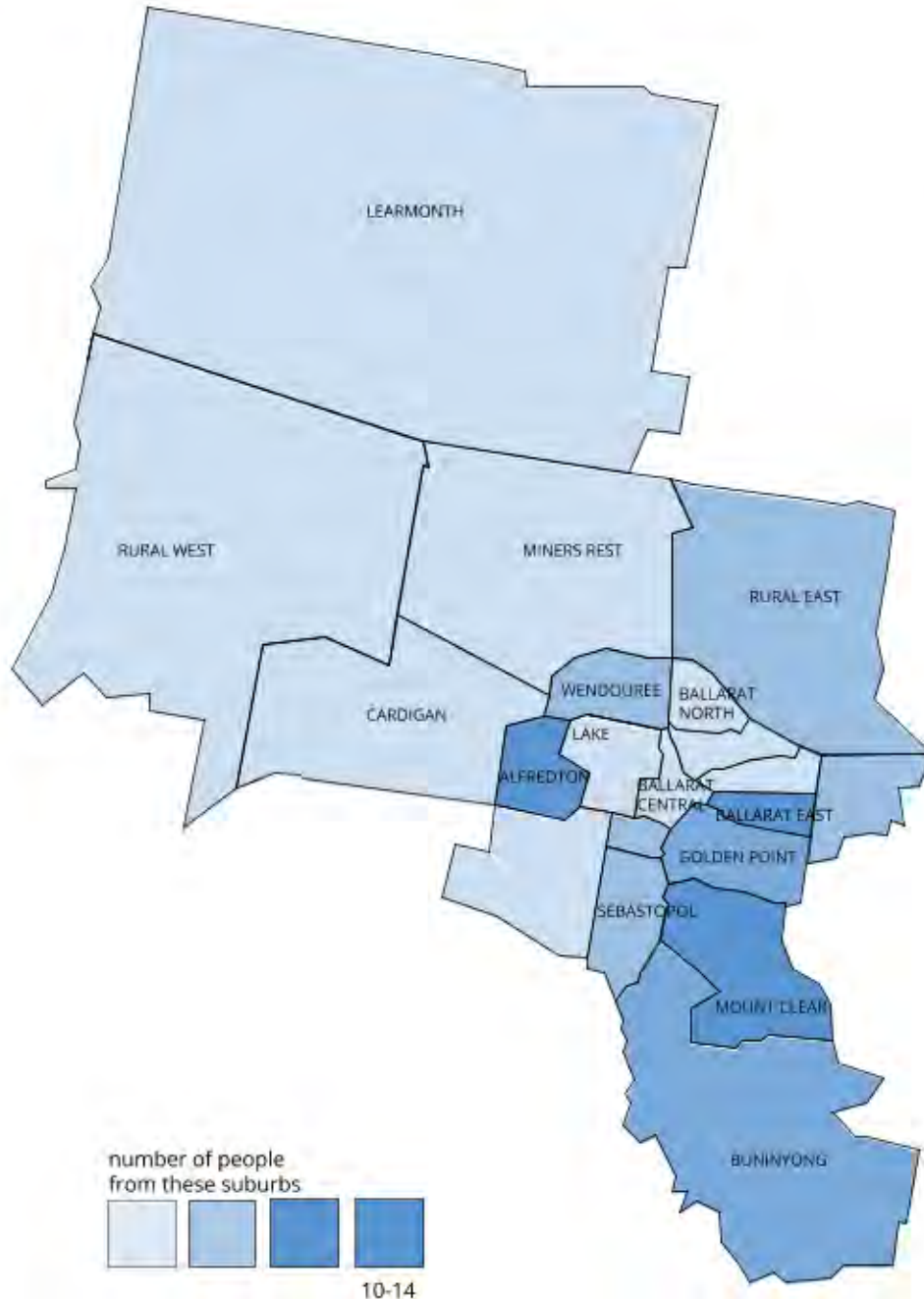


7 LISTENING TO MUSIC



8 PLAYING MUSIC

WHERE ARE YOU FROM?



TOP 5 PLACES TO VISIT IN SPARE TIME?

- 1 **STREETS: FOOD/** (57)
- 2 CINEMA (55)
- 3 (41)
- 4 OUTDOOR SPORT (27)
- 5 PARKS (26)

TOP 5 PLACES YOU WOULD USE IF AVAILABLE?

- 1 (55)
- 2 TEENAGE PLAY EQUIPMENT (38)
- 3 OUTDOOR PERFORMANCE (37)
- 4 CENTRALLY LOCATED SEATING & SOCIAL SPACE (29)
- 5 INDOOR SKATEPARK (24)

TOP 5 REASONS FOR NOT USING PLACES YOU ENJOY?

- 1 (35)
- 2 PARENTS WONT LET ME (31)
- 3 LACK OF (29)
- 4 NOT FEELING WELCOMED BY OTHER USERS (26)
- 5 NOT FEELING SAFE (23)

5.5 Discussion

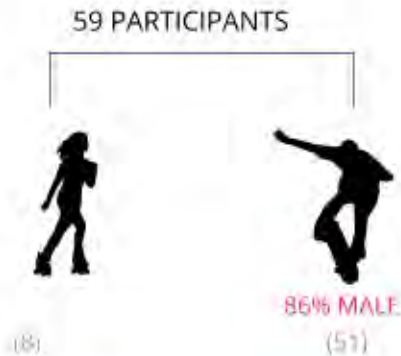
The online surveys undertaken confirmed the need for new and upgraded facilities to cater for the young population of Ballarat and surrounds. This included not only skate spaces but other community spaces for socialising and other active recreation opportunities.

The strategy recommends not only upgrades to existing facilities but advocates for careful consideration for future sites in new development areas to include both skate and activity areas which actively include young people as part of the broader community.

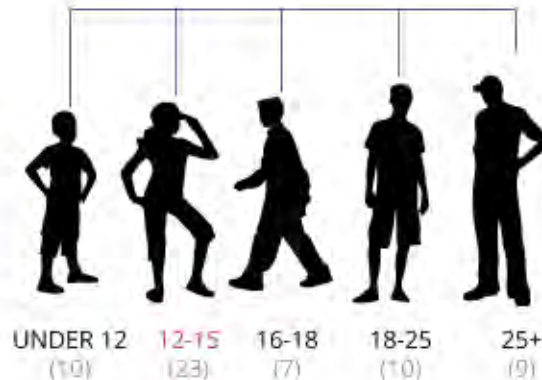
5.6 2018 Skate Stakeholder Survey information

A more recent survey was also undertaken at Len T Fraser Reserve in February 2018 to get a more up-to-date feel for what the local users are thinking about current and future skatepark provision across the municipality. The results are summarized below.

WHO ARE WE?



WHAT AGES?



WHAT WE DO?



WHAT LEVEL ARE YOU AT IN YOUR PREFERRED ACTIVITY?

NEVER BUT INTERESTED	5
BEGINNER	15
INTERMEDIATE	32
PRO	7

WHERE DO YOU CURRENTLY SKATE/RIDE?
(NOTE MULTIPLE ANSWERS FOR THIS QUESTION)

LEN T FRASER	49
BUNINYONG	10
CIVIC HALL	9
OTHER	9

WHERE WOULD BE YOUR PREFERRED LOCATION FOR A BEGINNER SKATEPARK IN BALLARAT?

LEN T FRASER	15
ALFREDTON	8
CBD	11
OTHER	15

WHAT ELEMENTS ARE MISSING FROM BALLARAT SKATEPARKS THAT YOU WOULD LIKE TO SKATE, SCOOT OR RIDE ON?
(NOTE MULTIPLE ANSWERS FOR THIS QUESTION- SELECTION OF SINGULAR RESPONSES ALSO SHOWN)

POLE JAM	11
MANUAL PAD	27
SKATEABLE SCULPTURE	20
KICKERS	44
FLATBARS	32
HIPS	2
LOTS OF FLAT GROUND	2
OTHER ITEMS	22

"more hips"

"lots of flat ground"

"half or quarter pipe and flat space"

"kicker to kicker, under cover space, square flapper and slalom run"

"mini-ramp"

"hand rails"

"down ledges and stair set rails"

"manual pad, box with rail on top, street"

"bowls"

"stairs"

6. A Two Pronged Approach

6.1 Introduction

When people talk about 'skatepark' and 'youth space' provision, there is a lot of confusion both within the industry and broader public and an overall lack of clarity on what each of these are and what purpose they have.

Firstly, it is really important to understand that there is a diverse mix of different requirements for skateparks to cater for different sports (skateboarding, BMX, scooters etc) as well as the different interest/specialisation within each of the sports themselves (bowl riders, street skaters, vert skaters, etc). People also skate and ride for different reasons, some for example take a structured sporting approach where it's about participating in competitions and events, while others enjoy the freedom of more informal sessions or social connection. The needs and spatial requirement of skate spaces for all of these different considerations will differ greatly and importantly one size or typology definitely does not fit all.

Secondly there is also a growing acknowledgement that the social and play needs of older children are not adequately catered for in the provision of public recreation space. Traditionally, given that many skaters are teenagers, there has been an incorrect assumption that a skatepark is a 'youth' space.

"a popular approach by local government is often to provide a skatepark and/or BMX mounds, in the belief that such facilities will meet the needs of young people. However, facilities for young people are much more than skate and BMX facilities, especially when the needs of young females are considered as well as young males (who tend to dominate participation trends in skate and BMX activities)." Ballarat Play Space planning Framework 2014

This simplistic view has created more problems than it has solved. Many young people do not simply skate and so are not being catered for in 'skateparks'. Skaters and riders, however, can also react against being in a 'youth space'. To broaden opportunities for 'non skater' teenagers within a 'youth space', traditional sporting components are added, which again, do not cater for those who do not participate in active recreation.

The following section for the purpose of this strategy clearly defines what a skatepark is and what spaces should be considered for young people so that the City of Ballarat can strategically implement appropriate and relevant spaces for them throughout the municipality.



6.2 A skatepark or tween/teen play or activity space?

The following section explains at a strategic level the different types of skatepark and youth space provision. It does not go into detail on specific components or layout, but rather outlines the broader typology that then are defined in greater detail as part of the implementation plan.

6.2.1 The sporting model - a skatepark

Over the last 20 years there has been a significant growth in the interest and participation of action sports including skateboarding, scootering and BMX.

To cater for this need, government authorities across the world have provided purpose built 'skateparks'. These skateparks were contrived facilities that contained elements based on replicating or refining of adaptively reused spaces originally found in the public domain. Bowls and transition ramps were developed in response to 'empty pool' skating. Banks and full pipes reflect drainage infrastructure found throughout our cities, while park and plaza components found in skateparks capture public infrastructure found in our streets such as rails, barriers, ledges, stairs and seats. The key to this was to allow these users to enjoy their chosen sport or recreation pursuit in a purpose-built facility, rather in these other spaces that could both be potentially risky (eg: drains) or impacting on other users (eg: public plazas or streets).

This approach has proven to be highly successful and thousands of skateparks have been created across the globe that cater for these users. With this regulation of facilities, there has been a growing emphasis on competition. Events like X-Games, Maloof Money Cup, Dew Tour and the like have been established to meet significant spectator interest as well as providing greater opportunities for organised competition for professional and amateur athletes.

This 'skatepark' provision approach we are defining as a traditional sporting model. While skateparks are not standardised as much as traditional sports like basketball with set court dimensions etc, there are still expectations of certain quality of finish and tolerances of riding surfaces, standard heights of components, radiuses, set out of coping and components designed appropriately to ensure effective use. Importantly due to the design and scale and layout of these spaces, they also have a very defined function.

6.2.2 Summary of the skatepark model

- Skateparks generally sited in recreation reserves with other sporting infrastructure
- Designed primarily for a sports focus (action sports and associated amenity)
- Generally important to be accessible by public transport
- Generally not specifically important to be close to City of Ballarat services and commercial activity
- On-site management rare
- Configuration and layout often consider training and competition requirements
- Little attraction for those that don't participate in action sports



6.3 The social model - teen/tween activity spaces

While many skaters and riders enjoy skateparks and use them frequently, there are others who are simply not interested in going to a facility to participate. Skateboarding and BMX are not just a sport, they are also a form of transport and as outlined above, a key component of the evolution and interest in these pursuits have been the appropriation of existing public spaces and places. This has driven trends, created new tricks and ensured skate and BMX use continues to evolve and innovate. Importantly a key part of this appropriation is in locations that are relevant and exciting to those that use them. Central civic spaces, transport nodes and streets have generally been the focus of use as they are accessible, close to transport and other relevant services (food, commercial activity etc). It does cause concerns regarding conflict with other users and so it is difficult to accommodate appropriately.

This conundrum can be solved somewhat by acknowledging that on a broader level, many young people who don't skate or ride generally are also attracted to these central spaces and places for other reasons. They come to shop, to hang out, to meet with friends and socialise. They also still play and enjoy adventurous or challenge play and fitness elements like parkour and climbing. Therefore there is a synergy and opportunity to create new urban spaces that can both accommodate incidental skating while also becoming a place that privileges the needs of other tweens and teens. We call this the social model of provision.

Importantly this social approach is all about location. We need to acknowledge that tweens and teenagers are attracted to town centres, commercial precincts, food outlets and are not going to travel great distances to hang out in parks or gardens that aren't readily accessible. It is not what is contained within a space, it is where the space is located that is the driving factor in use. In a perfect world, young people would be seen as just another user of public space, as any other age group, and embraced accordingly and we would not need to create more age specific spaces to cater for their specific requirements. We do not live in such a world, and instead at a broader level, young people are often chastised for loitering or causing trouble in public spaces and told to move on.

Youth inclusive activity spaces also have a far greater role to play in urban design. While they can accommodate some skate, it should not be their focus, rather it should also consider (but not be limited to) components such as parkour, scooter loops, three-on-three courts, as well as more broadly focus on inclusion, programs and social interaction, particularly with providing inclusive facilities for both females and males.

6.3.1 Summary of social model (teen/tween activity spaces)

- Activity spaces sited adjacent to youth services, major public transport and town centres and commercial precincts
- Very easily accessed by public transport
- High natural surveillance
- High capacity to provide centralised programs and events
- Attractive to other young people that don't participate in action sports with additional facilities and spaces to encourage greater broader participation (particularly girls.)
- Participation opportunities by broader community
- Consideration of play, art, music and other activities that are not just sports focused
- Skate can occur but is not focus of space

226



7. Geographical Implications of Skatepark and Tween/Teen Activity Space Distribution Models

The following brief section outlines the types of model distribution by geography to determine the best opportunity for Ballarat.

7.1 Different municipalities require different models

The first major consideration of any skatepark or tween/teen activity space provision is looking at the unique geographical nature of the specific municipality. The model changes significantly between councils given significant public transport and access, the distribution of population and the clustering of like services and facilities. To summarise the different council types are outlined as follows;

7.1.1 Metropolitan

These are generally inner city municipalities with good public transport, (Eg: Yarra, Boroondara). In this instance, we recommend a hierarchical model of provision that focuses on a central regional facility and then complimented with single use sub regional facilities in conjunction with local spaces as applicable.

7.1.2 Townships

These are outer metro and semi-rural municipalities, such as the Shire of Yarra Ranges and Mornington Peninsula Shire where there are few large centralised population centres, with smaller townships making up the majority of the population. This model is based on smaller multi-use sub-regional facilities to compliment these smaller, more isolated population centres. This is the only time we recommend using the smaller multi-use subregional-facilities given the issues they can create (refer 3.3 for detail).

7.1.3 Country centres

These are major townships servicing surrounding smaller rural neighbourhoods (Eg: Shepparton etc). The recommended model is for a single central regional facility with local facilities to compliment the main space as applicable. This is applicable to Ballarat.

7.1.4 Suburban areas

The final type are outer city municipalities with significant urban development but more limited public transport. For the purposes of this study, this model is also applicable to Ballarat given the significant growth occurring at in the western suburbs of Ballarat.

7.1.5 Ballarat

Historically, like most other public sporting facilities, councils around Australia have looked at providing a range of different scaled skateparks distributed across the municipality to meet a predetermined hierarchy.

This is in line with councils Recreation Strategy to ensure that there is an equitable and accessible spread of facilities across the municipality in line with population catchment.

The City of Ballarat also has adopted a hierarchy as part of its Open Space Strategy (August 2014). It looks at six levels;

- National and International,
- State
- Regional,
- District,
- Neighbourhood
- Local

Ballarat, given it's a major country centre with a public transport network that primarily services its CBD, we believe that as outlined above, it should adopt a model that focuses on regional scale facilities and complement these with a range of local/neighbourhood spaces (both sporting and social). Given the current outer suburban growth, we believe this model is also applicable for these newer areas.

8. Model Definition

8.1 Definition of sports models

The following sections provides a more detailed definition of both the social and sporting spaces proposed for Ballarat. Refer to Table 8.1 for detailed key requirements.

8.1.1 Regional

Regional level skateparks are defined within this study as a purpose-built sporting facility providing ample space and components to enable a variety of different skilled skate and BMX users to frequent the space on a daily basis.

Regional facility will also be the main focus of skateboarding and BMX in a municipality that other smaller facilities will complement. It therefore needs to be easily accessible by public transport and cars, including available parking for parents and older users.

While not area dependent, they need to be large enough to accommodate a significant amount of rideable terrain for a range of BMX and skate users from beginner to advanced level. Within this may be specific zones for different user types to minimise conflict (e.g. plaza area, transition zone).

Regional facility examples include:

- Frankston Skatepark, 2070m² (Frankston City Council)
- Riverside Skatepark, 1630m² (City of Melbourne)
- Len T Fraser, 1600m² approx (City of Ballarat)

8.1.2 Local/Neighbourhood

Traditionally smaller facilities are considered 'beginner' facilities due to their overall scale. Smaller however does not necessarily mean beginner. For example, a 300mm high ledge can be used successfully by highly-skilled skaters of all ages. A small ramp for BMX beginner use can be upwards of 1.2m high.

Beginners should be in areas where there is easy access, clear seating and viewing areas for parents and have elements that enable progression. While municipal parks will provide partially for this, regional parks are considered the best facilities to cater for beginners. A local facility for the purposes of this strategy is a small scale space that caters for users of a local catchment only. These facilities will provide an informal localised recreational experience for users that live/work near to the skatepark. They should contain a mix of elements at a level which can be used by all skill levels without necessarily having the more challenging elements found at precinct parks. There also needs to be provision for appropriate entry and safety signage, refuge and seating however these items may be consolidated with other existing surrounding park infrastructure. The facility should also consider its context and have the necessary landscaping to integrate/complement its surroundings. The availability of toilets nearby is also preferable. Given the local catchment, public transport and parking are not as important for a local facility. Pedestrian and bicycle connections are more critical to enable users easy access to the skatepark.

It is suggested that for communities with 5,000 – 10,000 residents, one local facility will be provided to provide some opportunities throughout each neighbourhood.



FIGURE 8.1: Len T Fraser skate park

228 FIGURE 8.1: Left to right, Lara Skatepark, Beaconsfield Skatepark

8.1.3 Incidental

Many urban spaces contain infrastructure or sculptural components that can be designed to accommodate skate function. Any pathway that is used by skateboarders/cyclists as a thoroughfare has the possibility to have sections of it widened to accommodate skateable items or undulating terrain to create an 'incidental' skatepark.

Whilst the focus may be on other activities or recreational needs, an incidental skate element can add value and increase overall function or recreational opportunity to an existing space (such as a basketball court or existing urban square).

Given the incidental skate element is not facility based, or aimed at any specific skill level, there is no set size constraint. So while managing activity is still important to avoid conflict with other users, there are opportunities to create these incidental elements in areas previously considered either inappropriate or too small for a skate facility.

Incidental skate spaces are already occurring across municipalities (potentially dangerous) with local skaters appropriating existing urban infrastructure due to their unique skate function. Examples include seats, walls and stairs. With appropriate design and management, incidental skate spots can be developed that are significantly safer and more functional to users whilst not impacting significantly on the broader community.

Incidental skate elements are focused more on where young people want to be so that a recreational opportunity is added to existing interest areas. Access, public transport and ancillary requirements will already be available in most instances given the potential centralised location of these elements.

Figure 8.2/8.3: Examples of Incidental skate spots including the Docklands "Numbers", seating at the museum, the seating area outside the Northcote Town Hall and State Library Sculpture.



FIGURE 8.2: Docklands "Numbers"

229 FIGURE 8.3: From top, Northcote Town Hall, State Library of Victoria, Melbourne

8.2 Definition of social model

The following sections provides a more detailed definition of both the social and sporting

8.2.1 Major Tween/Teen Focussed Activity Space

A Major Activity space is a designated public space that facilitates older children (tweens and teens) to congregate, socialise and engage in positive, passive and active recreation pursuits.

Importantly whilst not size specific, it is designed to be large enough to cater for a diverse range of programs and activities that will attract a diverse range of different young people across the municipality. As such, it will become a focus for youth events and activities at a municipal level such as National Youth Week or FFreeZA events. The activity space will have key areas to accommodate skateboarding and other active recreation opportunities; however these will be shared with other cultural and social activities. These may include art exhibition spaces, music and band opportunities. There may also be play and other sporting/play opportunities such as climbing, fitness or parkour or ball sports. The other key component is an equitable distribution of social and seating spaces that provide opportunities for social gathering and simply 'hanging out'. Shelter and shade is also critical.

The key to the success of an activity area is location. They need to be in high-profile central locations where older children will congregat and easily access. Therefore town centres, major shopping precincts and transport interchanges are key locations that should be sought out. Location is critical as tweens and teens will simply not participate or congregate in areas that are difficult to access. Another key to the success of the space is if possible, providing opportunities for co-locating the plaza near youth services or other City of Ballarat community service buildings. This allows opportunities for City of Ballarat to effectively manage and program the space, run events whilst also enabling access and assistance to at-risk youth in an environment that the youth are already appropriating freely.

Municipal plaza examples include:

- Geelong Youth Activities Plaza Skatepark, 2500m² (City of Greater Geelong)



FIGURE 8.4: Geelong Youth Activities Plaza Skatepark

8.2.2 Local Tween/Teen Activity Space

A local tween/teen activity space is essentially a freely-accessed public area within a local catchment that has a shelter where possible, seating, social spaces, art or some minor play, recreation, fitness or sporting infrastructure that is relevant for older children to enjoy. This may be within a local park, along a street or at the local shopping precinct.

The focus though is not large scale events or activities but rather spaces that provide older children the opportunity to 'hang out' and socialise within the local neighbourhood. A good example of an informal space that could be expanded with more relevant seating configurations and opportunities for other older children recreation opportunities is a bus shelter.

Community centres also provide opportunities to ensure older children are welcomed and feel valued through the provision of activity spaces both within the built structure as well as providing social gathering spaces and skateable elements in the outdoor areas.

There are no specific examples currently created although many sites across Ballarat are already serving this function informally, including bus interchanges, commercial shopping centres and near schools.



230 FIGURE 8.5: Outdoor stage at Croydon Y-Space, Skateable basketball area at Alison

HIERARCHY	PRIMARY REQUIREMENTS	SPORTS MODEL			SOCIAL MODEL	
		REGIONAL	LOCAL / NEIGHBOURHOOD	INCIDENTAL	MAJOR ACTIVITY SPACE	LOCAL ACTIVITY SPACE
		approx 1000-2000+ sq/m (large enough to accommodate all sports & all levels of proficiency)	approx 50-400 sq/m (mostly quite small)	approx 40+ sq/m	approx 600-1500+ sq/m (large enough to accommodate local tween/teen focused community events & some skate/action play or sports use)	approx 50-200+ sq/m (varies significantly subject to available space, large enough to accommodate seating, social spaces, recreational activity - sport, art, play, multimedia)
SITE CONDITION & SCALE						
1	Ability to accommodate space for skate events					
	Ability to accommodate space for other youth events					
	Ability to accommodate space for broader community events					
	Consider context and landscaping to integrate/complement surroundings					
	Contain a mix of social seating - passive and active recreation opportunities (music, sport, art, multimedia, skate) to ensure locally relevant					
	Has an adopted operational events activation plan					
LOCATION / ACCESS TO TRANSPORT						
2	Close proximity to major commercial/community centre					
	Close proximity to public transport/access					
	Proximity to youth interest areas (shopping areas, schools, other recreation)					
	Close proximity to community/service based organisation that can actively assist in programming the space					
SAFETY / SECURITY						
3	Good natural surveillance					
	Appropriate safety and entry signage					
	Emergency vehicle access					
	Adequate carparking/dropoff					
AMENITIES						
4	Shelter/shade					
	Drinking fountain					
	Rubbish bins					
	Toilets (close proximity)					
	Night time sports level lighting					
	Designated seating and viewing areas					
LEGEND						
CRITICAL TO FUNCTION APPROPRIATELY		HIGHLY PREFERABLE TO FUNCTION APPROPRIATELY		PREFERABLE TO FUNCTION APPROPRIATELY		UNNECESSARY TO FUNCTION APPROPRIATELY

9. Existing Provision

9.1 Introduction

Having confirmed the need for both social and sporting spaces and defined the typologies of each, the following section assesses current provision in line with this new approach to confirm what is currently provided for and where are the gaps.

9.2 Ballarat Skatepark existing facility definitions

NAME	SIZE	TYPE	HIERARCHY
Buninyong	250 m2	Sporting	Local
Learmonth	60 m2	Sporting	Incidental
Delacombe	Approx. 190 m2	Sporting	Local
Victoria Park Modular Pump Track	Approx. 500 m2	Sporting	Local
Len T Fraser	Approximately 1200 m2	Sporting	Regional

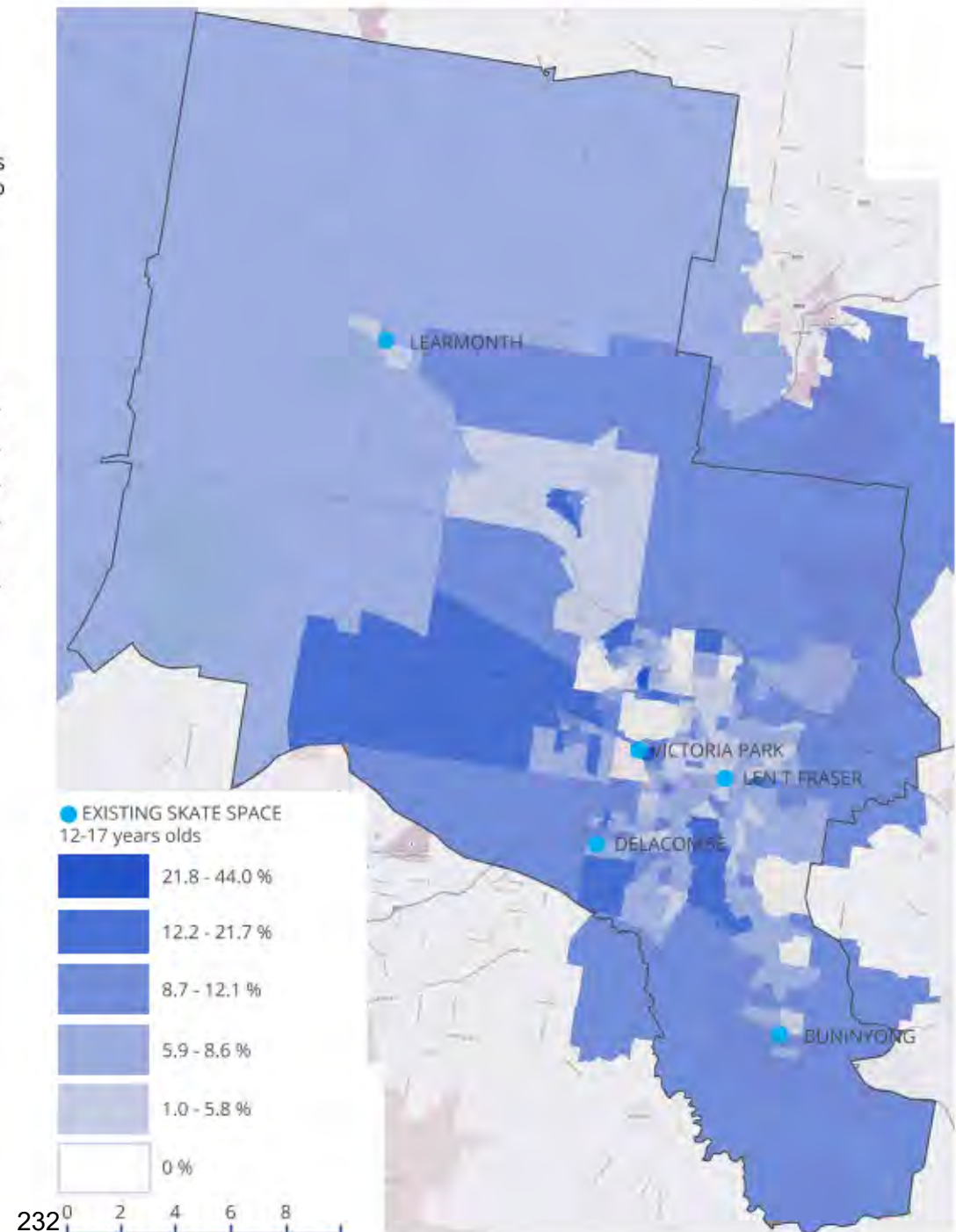


FIGURE 9.1: Ballarat skatepark distribution

9.3 Ballarat Skatepark existing facility conditions review

BUNINYONG



Existing skate space assessment

LIST OF SKATE FEATURES	GENERAL CONDITION	SURFACE CONDITION	OBSTACLE/PARK LAYOUT	AMENITY	MAINTENANCE
<ul style="list-style-type: none"> concrete skatepark and half court BMX Pumps Track Parkour area 	E	F	E	F	G

E = Excellent G = Good F = Fair P = Poor

Why:

This 500sqm skatepark as been recently upgraded with a new skatepark and ball court area, a BMX pumps track and parkour space. It is in excellent condition and appears to get lots of ongoing use. The different active areas have been placed around the site and could really benefit from a more formalised path network connecting the space and providing more formalised seating and viewing opportunities.

Recommendation:

Monitor the condition of the skatepark and other components as part of an ongoing maintenance program. Consider implementing additional paths, landscape and amenity as part of the Action Park Masterplan within next five years.



Existing skate space



Existing skate space



233 Existing Parkour space



Existing pumps track



Existing skate space assessment

LIST OF SKATE FEATURES	GENERAL CONDITION	SURFACE CONDITION	OBSTACLE/ PARK LAYOUT	AMENITY	MAINTENANCE
<ul style="list-style-type: none"> pyramid steel quarterpipe steel spine concrete wave 	F	F	P	P	G

E = Excellent G = Good F = Fair P = Poor

Why:

This small skate area and ball court area has a range of obstacles that whilst in relatively good condition, are not placed appropriately to maximise use. Their scale and size is also no longer in line with current skatepark best practice. The park is also centrally located within the existing reserve and accessed by granitic sand paths that limits natural surveillance and access (particularly for skateboarders).

Recommendation:

Demolish skatepark and replace with new skate space containing new elements and layout that is more in line with current best practice in new southern location closer to existing bus stop.

This has been identified within current Doug Dean Recreation Reserve Masterplan.



Existing steel ramp



Overall site view



Existing basketball ring



Existing ledge

LEARMONTH



Learmonth skate site

Existing skate space assessment

LIST OF SKATE FEATURES	GENERAL CONDITION	SURFACE CONDITION	OBSTACLE/ PARK LAYOUT	AMENITY	MAINTENANCE
<ul style="list-style-type: none"> steel rail steel ramps and manual pad 	F	G	P	F	G
E = Excellent G = Good F = Fair P = Poor					

Why:

This relatively new park is overall in good condition. There is one jump box and a flat bar rail. Whilst the rail is located appropriately and is in line with current best practice, there are issues with the jump box as there are no opposing ramps to provide and capture speed when using the box. Additional opposing ramps and a realignment of the box would improve function significantly.

Recommendation:

Reconfigure and add to the park to improve function.



Existing basketball ring



Existing steel rail



Existing steel ramp



Overall site view

VICTORIA PARK PUMP TRACK



C.B.D skate site

Existing skate space assessment

LIST OF SKATE FEATURES	GENERAL CONDITION	SURFACE CONDITION	OBSTACLE/ PARK LAYOUT	AMENITY	MAINTENANCE
• modular pump elements	n/a	n/a	n/a	n/a	n/a
E = Excellent G = Good F = Fair P = Poor					

Why:

This park has yet to be built and is based on a modular suite of elements that will create an overall experience and track.

Recommendation:

None as the park is under new planning and design stage.



3d view of proposed facility



Existing skate space assessment

LIST OF SKATE FEATURES	GENERAL CONDITION	SURFACE CONDITION	OBSTACLE/ PARK LAYOUT	AMENITY	MAINTENANCE
<ul style="list-style-type: none"> • two bowls • spine • fun box • fun channel • flat bars • euro gap • vert extension • beginners section 	G	G	G	G	G
E = Excellent G = Good F = Fair P = Poor					

Why:

This major skatepark, built in 2006, is overall in really good condition and serves as the main skatepark for Ballarat. It is still relevant and popular with users. There are some small items that need actioning including the need for a drink tap, the bin at the far end is attached to the ledge making it only skate-able in one direction, a wider straight-on run up for the big rail, improving the four high-curved ledges in the new section of the park to have better run up and access.

Recommendation:

Repair minor cracks and consider extensions and improvements to the park as per the action plan at the end of this report.



View to street



Existing angled ledge



237 Concrete cracking



Existing stairs & bowl

10. Planning For Growth

10.1 Future provision

Just as play spaces, parks and gardens are critical in the planning of new developments, it is equally as important to ensure the development of spaces that can accommodate the needs of tweens and teenagers.

These spaces could be a combination of either youth activity spaces or skate areas and should have similar characteristics to those outlined previously in Section 6.

Future community centres can play a critical role in ensuring the needs of young people are met in a relevant and meaningful way. As the survey results indicate, key factors such as access to public transport, proximity to commercial hubs and other amenities are important to consider in the provision of new skate or youth activity spaces.

Council have commenced a strategic approach testing potential sites using a new modular pump track solution. As indicated, the initial site identified is Victoria Park.



11. Implementation Strategy

11.1 A new major tween/teen activities space

This new facility is yet to be determined, however needs to be centrally located and ideally:

- is currently available and underutilised open space
- has good street frontages and passive surveillance
- has strong connection to Lake Wendouree active recreation precinct
- has strong connection to young people through Ballarat Clarendon College, St Patrick's College and primary schools within 1 km radius of the City Oval site
- is in close proximity to shops.

As well as having street skate elements, it will also include the delivery of broader recreation elements, including adventure play, parkour, scooter loops and three-on-three basketball courts that has an increased mixed gender appeal to tween population cohorts (ages 8 -14). By placing this new space at this location, it also provides a balanced approach to tween/teen focused recreation and skate provision for the city by providing a new space in this western region by the municipality which is experiencing such growth whilst still being part of the CBD.

The Len T Fraser Reserve will remain the main skatepark for the municipality by being retained as a regional 'sporting model' skatepark that will cater for more bowl/park and ramp style skate and BMX use. It will require additional redevelopment over time to ensure it remains relevant and in line with current best practice and meet the needs of the broader Ballarat population as befitting of a regional scale facility.

11.2 Infill local/incidental sporting and social spaces

With the implementation of the above new major activities area, Playce recommends more localised skate/BMX spaces and tween/teen inclusive spaces be rolled out on an as-needs basis in more remote or inaccessible locations in the municipality. Due to smaller scale and capital budgets of these local facilities, they can be more efficiently implemented and located, particularly in new development areas.

Given the facilities are really only catering for a local catchment, such as a half-court basketball court or small playspace, there is not the same need to engage and confirm the locations with local residents.

Ballarat has already adopted this approach informally in a number of locations and while the built parks have functional issues, the model itself is sound as these incidental small skate spaces provide localised use to complement other local play and active recreation needs.

Given the City's recent approach of implementing a modular pumps track Victoria Park, this approach can be adopted to identify and test other potential sites with these less permanent approaches to recreation provision.

11.3 Funding and roll out

Given the adoption of the above model, there is a need to look at ensuring there is adequate funding to enable its appropriate implementation. The following is a hypothetical funding model to assist in explaining a possible roll out. It would need to be adjusted to meet the City of Ballarat's specific capital works program and funding opportunities.

It is based upon a ten year roll out and includes;

- one tween/teen activities space
- repair and redevelop existing stake parks including prioritisation of Len T Fraser to ensure it continues to function as regional facility
- identify and implement new tween/teen activity/skate-spaces.

A detailed implementation plan is also outlined on the following page. It is consistent with the City of Ballarat's strategic approach to capital sport infrastructure programs and ongoing commitment to funding (2018). The Skate Tween Facilities framework capital funding should be allocated over the 10 year detailed capital infrastructure framework.

Table 11.1: Implementation Plan

ACTION ITEMS	YEAR 1 19/20	YEAR 2 20/21	YEAR 3 21/22	YEAR 4 22/23	YEAR 5 23/24	YEAR 6 24/25	YEAR 7 25/26	YEAR 8 26/27	YEAR 9 27/28	YEAR 10 28/29
EXISTING SKATEPARKS										
LEN T FRASER SKATEPARK										
Provide rectifications and improvements to existing park to ensure meets current best standards										
Provide additional extension to skatepark to ensure in line with current best practice including larger plaza and new transition areas as confirmed in a more detailed design process										
LEARMONTH SKATEPARK										
Provide rectifications and improvements to existing park to ensure meets current best standards										
DELACOMBE SKATEPARK										
Demolish and remove existing skatepark and replace with new facility in a location closer to bus stop to the south										
BUNINYONG SKATEPARK										
Add in amenity and paths according to Buninyong Action Park Masterplan										
NEW SKATE/YOUTH SPACES										
C.B.D MAJOR TWEEN/TEEN ACTIVITIES AREA										
Initial design and consultation, detailed design, tendering and construction administration STAGE 1										
Construction of activities area STAGE 1										
Initial design and consultation, detailed design, tendering and construction administration STAGE 2										
Construction of activities area STAGE 2										
LOCAL SKATE/YOUTH SPACE 1 FOR WENDOUREE										
Design services										
Incidental skate spot or youth inclusive space										
LOCAL SKATE/YOUTH SPACE 2 FOR SEBASTOPOL										
design services										
Incidental skate spot or youth inclusive space										
LOCAL SKATE/YOUTH SPACE 3 FOR ALFREDTON										
design services										
Incidental skate spot or youth inclusive space										
LOCAL SKATE/YOUTH SPACE 4 FOR MINERS REST										
design services										
Incidental skate spot or youth inclusive space										
LOCAL SKATE/YOUTH SPACE 5 FOR LAKE WENDOUREE/NEWINGTON/LAKE GARDENS										
design services										
Incidental skate spot or youth inclusive space										
LOCAL SKATE/YOUTH SPACE 6 MOUNT CLEAR/MOUNT HELEN										
design services										
Incidental skate spot or youth inclusive space										

11. Examples of tween and teen play

Active spaces... a place to shoot hoops or get fit

Some examples could include...



Fitness



Parkour



Ball sports

Wheeled spaces and climbing opportunities

Some examples could include...



Scooter



Climbing spaces



Skate plaza elements

Fun spaces to be playful

Some examples could include...



Ping pong



Trampolines



Public foosball

or social spaces, a good place to hang out and engage with others
some examples could include...



Social seating



Stage for performance



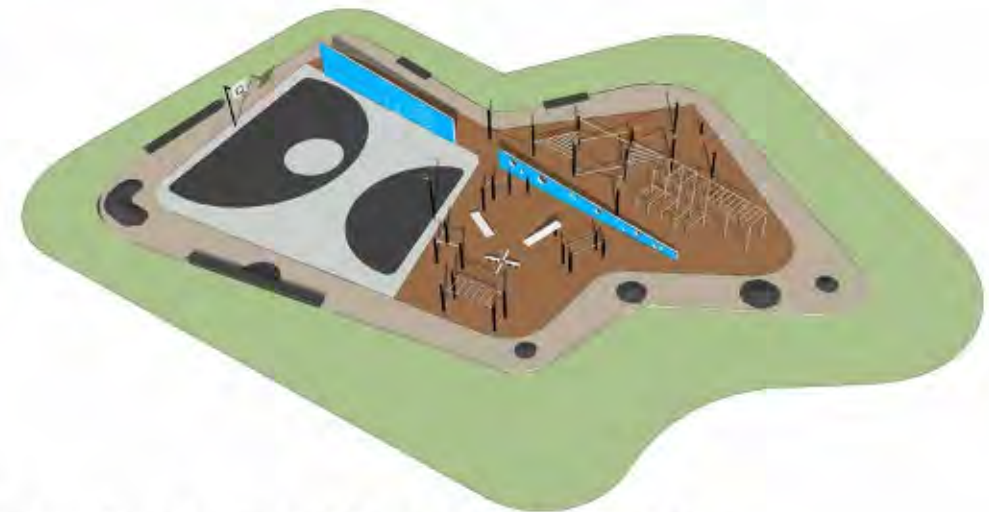
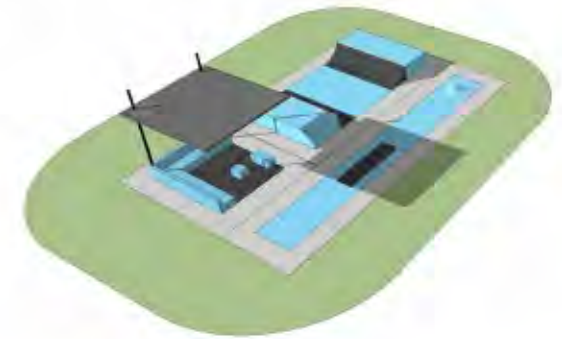
Outdoor movies

11. Examples of tween/teen recreation spaces



A larger space with a rebound/climbing wall, social space, scooter loop, ball court and major parkour and fitness area

A smaller local space with a skate focus such as a small mini and street obstacles



A medium space with a rebound/climbing wall, social space, scooter loop and both fitness and play options

11.6. ADOPTION OF REVISED CITY OF BALLARAT PROCUREMENT POLICY

Division: Business Services
Director: Glenn Kallio
Author/Position: Trevor Harris – Procurement Coordinator

OFFICER RECOMMENDATION**Council resolves to:**

- 1. Adopt the revised Procurement Policy (Version 8.1).**

EXECUTIVE SUMMARY

Following a recent audit by the Victorian Auditor-General on Fraud and Procurement Controls in Local Government some minor updates were made to the procedures and processes associated with the City of Ballarat Procurement Policy to ensure compliance.

Consequently, a review of the City of Ballarat Procurement Policy and associated procedures has been undertaken and subsequent amendments made pursuant to the Local Government Act 1989. It is recommended that the Council note the review and adopt the revised Procurement Policy (Version 8.1).

RATIONALE

The CEO has committed to a rolling program of continuous improvement and reform with regard to Procurement policy, procedures and practices. From time to time, the Procurement Policy will require amendment as a result of this reform program over and above the annual requirement to review.

A summary of all changes made to Procurement Policy following this most recent review are:

- Clause 7.4 added - Influencing the Tender Process – Clause added to clearly outline and prevent potential corruption/collusion during the tender process
- Changes to Clause numbers for balance of clause 7
- Clause 7.11 updated for Flexi-Purchase Cards – outlining that expenditure on Purchase Cards not be greater than the approved delegated authority
- Clause 7.11 added requirement for Gift Card purchases to be made by Financial Services
- Clause 8.1 Thresholds – updated with required documentation for lower level spends
- Clause 11.8 updated – clarifying total variances for reporting are cumulative

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021
- Victorian Local Government Best Practice Procurement Guidelines 2013
- Local Government Act 1989;

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	No	No
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Victorian Local Government Best Practice Guidelines 2013
- Victorian Auditor-General's Office Report on Fraud and Corruption Control-Local Government

ATTACHMENTS

1. Procurement Policy V 8.1 August 2019 [11.6.1 - 38 pages]



Procurement Policy

(Version 8.1)

Updated July 2019

Ratified TBC

BALLARAT CITY COUNCIL
Town Hall
Sturt St
Ballarat VIC 3350
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1	Contents	
2	DOCUMENT CONTROL INFORMATION	5
3	DOCUMENT HISTORY	5
4	POLICY STATEMENT	6
4.1	Intent.....	6
4.2	Objectives.....	6
4.3	Statement	6
4.4	Legislative Compliance Standards.....	7
4.5	Section 186 – Restriction on power to enter into contracts.....	7
4.5.1	Orders in Council (<i>Victorian Government Gazette - 7 August 2008 – 1908 G32</i>).....	8
5	OWNER.....	8
6	DEFINITIONS.....	9
7	PROCEDURE AND GUIDANCE NOTES.....	12
7.1	Requirement	12
7.2	Conduct of Councillors and Council staff	12
7.3	Tender Processes	13
7.4	Influencing the Tender Process.....	13
7.5	Conflict of Interest	14
7.6	Fair and Honest Dealing.....	14
7.7	Accountability and Transparency.....	14
7.8	Gifts and Hospitality.....	15
7.9	Disclosure of Information	15
7.10	Governance Structure.....	16
7.11	Methods of Purchasing	16
7.12	Responsible Financial Management	17
8	PROCUREMENT THRESHOLDS AND COMPETITION REQUIREMENT	18
8.1	Minimum Spend Competition Thresholds (Inclusive of GST)	18
8.2	Threshold Margin.....	18
8.3	Payments.....	18
8.3.1	Prepayments	18
8.4	Use of Agents	19
8.5	Total Cumulative spend	19
8.6	Preferred Suppliers (Panel).....	19
9	DETERMINING THE PROCUREMENT VEHICLE.....	20
9.1	Tender	20
9.2	Expression of Interest	20
9.3	Quotations	20
9.3.1	Items of value up to \$5,000	20

9.3.2	Items with a value – \$5,001 to \$25,000.....	20
9.3.3	Items with a value – \$25,001 up to \$150,000 for goods and services and \$200,000 for works	21
9.4	Insufficient Quotations	21
10	TENDER EVALUATION	22
10.1	Evaluation Criteria.....	22
10.1.1	Occupational Health & Safety (OH&S).....	23
10.2	Evaluation Process	23
10.3	Non-Conforming Tenders	24
10.4	Acceptance of Tenders:	24
10.5	Delegation of Authority Requirement	24
10.6	Delegations Reserved for the Council.....	24
10.6.1	Council Staff	24
10.6.2	Delegations Reserved for the Council.....	25
10.7	Internal Controls	25
10.8	Commercial Information.....	25
11	TENDER/CONTRACT MANAGEMENT	25
11.1	Risk Management	25
11.2	Health and Safety.....	25
11.3	25
11.4	Supply by Contract.....	26
11.5	Contract Terms.....	26
11.6	Endorsement.....	26
11.7	Dispute Resolution.....	26
11.8	Contract Management.....	26
11.9	Variances.....	27
12	DEMONSTRATE SUSTAINED VALUE, INTEGRATION WITH COUNCIL STRATEGY.....	27
12.1	Achieving Best Value for Money.....	27
12.2	Approach.....	27
13	ROLE OF SPECIFICATIONS.....	27
14	PERFORMANCE MEASURE AND CONTINUOUS IMPROVEMENT	28
15	SUSTAINABILITY	28
15.1	Sustainable Procurement.....	28
15.2	Environmental Purchasing	29
16	Support of Local Business	29
16.1	Purchases \$25,000 to \$150,000 for goods and services and \$200,000 for works	30
16.2	Purchases over \$150,000 for goods and services and \$200,000 for works.....	30

17	SOCIAL PROCUREMENT	30
18	DIVERSITY	30
19	APPLY A CONSISTENT AND STANDARD APPROACH.....	31
20	STANDARD PROCESSES	31
21	PERFORMANCE INDICATORS	31
22	MANAGEMENT INFORMATION.....	31
23	BUILD AND MAINTAIN SUPPLY RELATIONSHIPS.....	32
23.1	Developing and Managing Suppliers.....	32
23.2	Supply Market Development	32
23.3	Relationship Management.....	32
23.4	Communication.....	32
24	CONTINUAL IMPROVEMENT	33
25	COMPLIANCE RESPONSIBILITIES	33
26	CHARTER OF HUMAN RIGHTS COMPLIANCE	33
27	REFERENCES AND RELATED POLICIES	33
28	Appendix 1 – Statement of Local Content/BIPP	34
29	Appendix 2 – Evaluation Matrix.....	36
30	Appendix 3 – Occupational Health & Safety Schedule	37

2 DOCUMENT CONTROL INFORMATION

Policy Name	Procurement Policy
Business Unit	Finance
File Location	
Document status	Draft
Version	8.1
Version Date	July 2019
Next Review date	January 2020

3 DOCUMENT HISTORY

	Version	Date	Author
Initial Draft	8.10	17/07/2019	Trevor Harris
Review Draft	8.10	29/07/2019	Glenn Kallio
Review Draft			
Final Draft			
Approved			

Updates:-

- Clause 7.4 added - Influencing the Tender Process
- Changes to Clause numbers for balance of clause 7
- Clause 7.11 updated for Flexi-Purchase Cards – clarifying level of expenditure
- Clause 8.1 Thresholds – updated with required documentation for lower level spends
- Clause 11.8 updated – clarifying total variances for reporting are cumulative

4 POLICY STATEMENT

4.1 Intent

Ballarat City Council recognises that a procurement strategy and appropriate best practice contract and procurement principles, policies, processes and procedures, will enhance achievement of Council objectives such as socially responsible procurement, value for money, achieving innovation and providing best value services to the community.

In November 2008, amendments to the Local Government Act 1989 were passed which included a new section 186a that requires Council to 'prepare and approve a Procurement Policy'. A Procurement Policy must include any prescribed matter and Council must have regard to Ministerial Guidelines made under the section when preparing its policy. Council must review its procurement policy annually and make it available for public inspection.

4.2 Objectives

The objectives of this Policy are to:

- establish a procurement framework for Council to achieve value for money and continuous improvement in the provision of services for the community
- ensure that council resources are used efficiently and effectively to improve the overall quality of life of people in the local community;
- achieve compliance with relevant legislative requirements;
- achieve high standards of probity, transparency, accountability and risk management;
- give preference to the procurement of environmentally sustainable goods, services and works;
- give preference to the procurement of goods, services and works from within City of Ballarat and surrounding municipalities where price, quality, services standards and delivery is comparable to other suppliers

4.3 Statement

This policy encompasses all elements of the procurement of goods and services and requires compliance from Councillors, Special Committee members, Staff, Contractors, Consultants and other members as required by the Chief Executive Officer.

4.4 Legislative Compliance Standards

Council's procurement activities shall be carried out to the professional standards required by best practise and in compliance with the key legislative requirements including:

- Council's policies,
- Council's Code of Conduct
- Section 186 of the Act (Power to enter into Contracts)
- Section 186A of the Act (Procurement Policy)
- Section 3C of the Act (Objectives of a Council)
- Sections 208C of the Act (Best Value Principles)
- Sections 77A, 77B, 78, 78A to 78E, 79 79B to D, 80, 80A to C and 95 of the Act (Conflict of Interest)
- Section 98 of the Act (Delegations)
- Section 140 of the Act (Accounts and Records)
- The relevant provisions of the Competition and Consumer Act 2010

Council will adhere to all these provisions in all procurement matters consistent with the Victorian Local Government Best Practice Procurement Guidelines

4.5 Section 186 – Restriction on power to enter into contracts

(1) Before a Council enters into a contract for the purchase of goods or services, or for the carrying out of works, to the value of \$100 000 (or such higher amount as may be fixed by Order in Council) or more, it must—

- (a) give public notice of the purpose of the contract and invite tenders from any person wishing to undertake the contract; or
- (b) give public notice of the purpose of the contract or the project to which the contract relates and invite expressions of interest from any person interested in undertaking the contract or all, or any part of, the project.

(2) If a Council invites expressions of interest—

- (a) it must register those expressions of interest; and
- (b) when it is ready to enter into the contract, it must invite tenders from some or all of those who registered their interest in undertaking the contract (or the part of the project to which the contract relates).

4.5.1 Orders in Council (*Victorian Government Gazette - 7 August 2008 – 1908 G32*)

Local Government Act 1989

**ORDER FIXING THE VALUE OF
CONTRACTS FOR WHICH A
PRIOR PUBLIC TENDER IS TO BE
CONDUCTED BY LOCAL COUNCILS**

Order in Council

The Governor in Council under section 186(1) of the **Local Government Act 1989** sets the value of –

- a) \$150,000 for contracts for the purchase of goods and services; and
- b) \$200,000 for contracts for the carrying out of works,

for which a Council must, before entering into the contract, give public notice of the purpose of the contract and invite tenders from any person wishing to undertake the contract, or give public notice of the purpose of the contract or the project to which the contract relates and invite expressions of interest from any person interested in undertaking the contract or all, or any part of, the project.

This Order comes into operation on the day it is made.

Dated 5 August 2008

Responsible Minister

RICHARD WYNNE MP

Minister for Local Government

RYAN HEATH

Clerk of the Executive Council

5 OWNER

The owner of this policy is the Chief Executive Officer. Enquiries regarding this policy should be directed to Council's Manager Revenue & Procurement Services.

6 DEFINITIONS

Term	Meaning
<i>Act (The):</i>	Local Government Act 1989 (as amended)
<i>Ballarat Industry Participation Program (BIPP)</i>	A program adopted by the Ballarat City Council which seeks to maximise the local content achieved through Council's procurement processes.
<i>Commercial in Confidence</i>	Information that, if released, may prejudice the business dealings of a party eg: discounts, rebates, profits, methodologies and process information. It is information provided for a specific purpose that is not to be used for any other purpose than set out in the initial document
<i>Conflict of Interest</i>	In Victorian local government, the law provides that a staff member holding a delegation or advising council or a special committee has a conflict of interest which they must disclose in writing when they have a personal or private interest of the type specified in the legislation
<i>Contract</i>	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable in law. A contract may be verbal or written or inferred by conduct. A contract is to be distinguished from a 'contract pursuant to section 186 of the Local Government Act'
<i>Contract Documents</i>	Documents construed together as an instrument of contract. They may include terms & conditions, specifications, drawings, tender responses, delivery schedules and payment schedules
<i>Contract Management:</i>	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
<i>Contractor</i>	Respondent (person, firm etc) whose tender/quotation offer has been accepted by the council with or without modification
<i>Council Staff:</i>	Includes full time and part-time Council officers, and temporary employees, contractors and consultants while engaged by the Council.
<i>CSR Practices:</i>	Corporate Social Responsibility. Relates to Council's supply chain being ethical, knowledgeable, reputable and where possible supporting green and sustainable products.
<i>Emergency</i>	<ul style="list-style-type: none"> • Any urgent circumstance which may present a risk to public health and/or safety • The failure of a 'key service provider' • Significant damage to municipal building (where it is no longer safe) • Major business disruptions such as an extensive IT failure resulting in a loss of services to the community
<i>Evaluation Criteria</i>	The criteria used to evaluate the compliance and/or relative ranking of tender responses. All evaluation criteria must be clearly stated in the request documentation

<i>Expression of Interest:</i>	A response to an open approach, usually by public advertisement, to the market requesting submissions from prospective suppliers interested in procurement. The list of potential suppliers who have provided expressions of interest may be used as the basis for conducting a select tender process
<i>Late Tender</i>	A late tender is one that it is not received in the Tender Box prior to the advertised closing date/time.
<i>Local Content</i>	Defined as labour, materials, plant and supervision which are sourced from within the following municipalities: <ul style="list-style-type: none"> • Ararat Rural City Council, • Ballarat City Council, • Golden Plains Shire Council, • Hepburn Shire Council, • Moorabool Shire Council, • Pyrenees Shire Council.
<i>Prepayment</i>	A payment made for goods/services prior to any works being undertaken
<i>Probity:</i>	A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
<i>Procurement:</i>	Procurement is the whole process of acquisition of goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals and other related functions. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
<i>Specification</i>	The statement which clearly and accurately describes the essential requirements for goods, services or works. It may also include the procedures by which it will be determined that the requirements have been met and performance required in a contract
<i>Standing Offer Agreement</i>	A contract that sets out rates for goods and services that are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.
<i>Sustainability:</i>	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
<i>Tender</i>	An offer in writing to supply goods and/or services, usually submitted in response to a public or selective invitation such as a Request for Tender
<i>Tender Opening Panel</i>	Will consist of three Council officers, ideally one of which should be a Senior Manager

<i>Tender Process:</i>	The process of inviting parties to submit a quotation or tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
<i>Treatment of GST</i>	All monetary values stated in this policy include GST; unless specifically stated otherwise.
<i>Value for Money:</i>	Value for Money in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the Council’s priorities, including the Ballarat Industry Participation Program; • non-cost factors such as fitness for purpose, quality, service and support; and cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
<i>Variance</i>	Is an alteration to the scope of works in a construction contract in the form of an addition, substitution or omission from the original scope of work.

7 PROCEDURE AND GUIDANCE NOTES

Effective Legislative and Policy Compliance and Control - Ethics and Probity

7.1 Requirement

This Policy represents the principles, processes and procedures that will be applied to the purchase of all goods, service and works by council. The scope of this Policy commences from when council has identified a need for procurement requirements. It continues through to the delivery of goods or completion of works or services.

This Policy will apply to Councillors, council staff and all persons undertaking procurement on council’s behalf and they are accountable for complying with all relevant procurement legislative and policy requirements.

7.2 Conduct of Councillors and Council staff

Councillors and members of staff (and all persons engaged in procurement on Council’s behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny.

All members of staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (Section 95 Local Government Act 1989).

In procurement matters:

- Treat potential and existing suppliers with equality and fairness;
- Maintain confidentiality of Commercial in Confidence matters and information such as contract prices and other sensitive information;
- Members of staff must disclose a direct or indirect interest (and the type of interest) before providing advice or reports (or any other matter) (Section 80C LGA)
- Council officers delegated Council powers or duties are prohibited from exercising those powers, duties or functions if they have conflicts of interest (Section 80B LGA).
- A Councillor must comply with the Primary Principle of Councillor Conduct and avoid conflicts between his or her public duties as a Councillor and his or her personal

interests and obligations. (Section 76BA LGA). Councillors (and members of audit committees) must disclose a conflict of interest (Section 79 LGA).

- Councillors must also comply with the Councillor Code of Conduct.
- Councillors must not improperly direct or improperly influence a member of council staff in the exercise of any power on/ in the performance of any duty or function. (Section 76E LGA)
- Members of staff must also comply with the Code of Conduct for Council Staff (Section 95AA LGA)
- All staff engaged in the evaluation of quotation or tender evaluations must adhere to this Policy and complete and lodge a Conflict of Interest Declaration and a Deed of Confidentiality.
- All Councillors and Staff must adhere to councils Gifts and Hospitality Policy in matters of procurement.

Councillors and staff members should make their interests known in any situation where it could be perceived that an interest might unduly influence them.

7.3 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

7.4 Influencing the Tender Process

Any attempts which may be reasonably construed as intended to influence the tender process in any way such as any direct or indirect approach by tenderers themselves or through other parties on their behalf to persons other than those nominated in the tender document will invalidate the tender.

For the avoidance of doubt any Tenderer found to have:

- a. Offered a bribe, gratuity, bonus, discount of any sort or enticement to or otherwise attempt to influence any Council officer, Councillor or any persons who are either directly or indirectly involved in the evaluation of the Tender or in the awarding of an associated Contract; or
- b. Approached, discussed or solicited support for their Tender with any Council officer (with the exception of the designated Council Contact Officer) or Councillor of the Council, individually or collectively; at any time prior to the awarding of the Contract to the successful Tenderer will have their Tender excluded from the contract award process.

The tender of any tenderer which engages in conduct prohibited under this clause will be deemed informal and will be rejected without further consideration.

Tenderers shall declare any actual or potential conflict of interest.

Tenderers shall not participate in collusive tendering practices or any other anti-competitive practices with any other Tenderer. Council shall take action where it becomes aware of collusive practices. Collusive practices are anti-competitive in nature, and can result in criminal prosecution

The above clause will be included in the Conditions of Tender

7.5 Conflict of Interest

Councillors and Council staff shall at all times avoid situations in which private interest's conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff must not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor and the member of Council staff involved being alert to and promptly declaring an actual or potential conflict of interest to Council.

7.6 Fair and Honest Dealing

During a public tender process, all prospective contractors and suppliers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process so that it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

7.7 Accountability and Transparency

Accountability in procurement means being able to explain and evidence what has happened. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore, the processes by which all procurement activities are conducted will be in accordance with the Council's procurement policies and procedures as set out in this policy and related Council policies and procedures.

Additionally:

- The responsible Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council;
- Where necessary, brief tenderers regarding the documented decision-making process, and
- All procurement activities are to leave an audit trail for monitoring and reporting purposes.

7.8 Gifts and Hospitality

No Councillor or member of Council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public who is involved, either directly or indirectly, with any matter that is connected with the duties of the officer, or in which Council is interested.

Councillors and Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings.

Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how insubstantial the evidence available), must be promptly brought to the attention of the CEO.

7.9 Disclosure of Information

Information received by Council that is Commercial in Confidence must not be disclosed and is to be stored in a secure location. Councillors and Council staff are to protect, by refusing to release or discuss information to the extent that it is Commercial in Confidence.

This may include:

Information disclosed by organisations in tenders, quotation or during tender negotiations:

- Pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations,
- Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests,
- Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier,
- At no stage should any discussion be entered into with any tendering party or its representative or agent that could have potential contractual implications prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

7.10 Governance Structure

Council shall:

- Establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by Council.

Ensure that Council's procurement structure is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by Council.

Ensures that prospective contractors and suppliers are afforded an appropriate opportunity to tender/quote;

- Encourages competition; and
- Ensures that policies that impinge on the purchasing policies and practices are communicated and implemented.

7.11 Methods of Purchasing

Council's standard methods for purchasing goods, services and works shall be by:

- Flexi-Purchase Card
- Purchase order following a quotation process;
- Under contract following a tender process; or
- Where Council is satisfied that Value for Money requirements have been satisfied, under purchasing schemes including collaborative purchasing arrangements with other Councils and commercial schemes such as provided by Procurement Australia, the Municipal Association of Victoria and the State Government Purchasing Panel;
- Unless other arrangements otherwise authorised by Council or the CEO on a needs basis as required by abnormal circumstances such as emergencies.
- No person is permitted to purchase an item in excess of their transaction limit under any circumstance. Any occurrence of this will be considered a breach of policy and appropriate action taken for a breach of policy. If an item is in excess of your transaction limit it will be necessary for your direct manager to purchase the goods or services;
- The purchasing of gift cards can only be completed by Financial Services once approved by the Director of Business Services or Chief Executive Officer.

Council may, at its discretion and based on the complexity and cost of the project, conduct one stage or multi-stage tenders. Typically, a multi-stage tender process will commence with a registration of interest stage followed by a tender process involving the organisations selected as a consequence of the registration of interest stage.

A Council Director, Executive Manager or Manager may determine to seek **Expressions of interest** (Section 186(1) of the Act) where:

- there is likely to be many tenderers and tendering will be costly or the procurement is complex; and council does not wish to impose the costs of preparing full tenders on all tenderers
- there is uncertainty as to the willingness and/or interest of parties or vendors to offer the potential products or services or to undertake the proposed works

- The requirement is complex, difficult to define, unknown or unclear,
- The requirement is capable of several technical solutions
- The requirement is generally known but there is still considerable analysis, evaluation and clarification required (both of the objective and the solution).

An **Expression of Interest** process can be undertaken where determined by the CEO, a Director, Executive Manager or Manager and where Council advertises publicly

- the purpose and nature of the contract
- the date by which it will invite tenders.

Tenders and Expression of Interests should not be used to compensate for a lack of understanding as to a council's needs. If uncertain what is required; a simple **Request for Information** should be undertaken. A Request for Information may be undertaken for reasons which include establishing:

- the availability of technologies, products or service available in the market place to meet council needs
- whether proposed terms and conditions or deliverable expectations are acceptable in the market place
- whether proposed budgets are adequate to meet non-standard procurement needs – inadequate budgets should not become apparent when tenders are opened

A Request for Information should be used rather than a Request for Tender or Expression of Interest in order to improve understanding of needs, availability and likely costs.

A Request for Information will be undertaken similar to an Expression of Interest and advertised accordingly. Care must be taken when writing a specification for a Request for Information to ensure there is no commitment to purchase inadvertently included.

7.12 Responsible Financial Management

The principle of responsible financial management must be applied to all procurement activities. Accordingly, to give effect to this principle: the availability of existing funds within an approved budget, or source of funds, must be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegation. Council staff that breach their delegated authority may face action under Council's Discipline and Termination Policy (the decision to initiate disciplinary action or other action will be taken by the CEO based on a recommendation by the Director Business Services following consultation with the relevant Director or Executive Manager).

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

8 PROCUREMENT THRESHOLDS AND COMPETITION REQUIREMENT

Council will from time to time decide and publish in this policy clear guidelines for minimum spend competition thresholds. These will be dependent on the size and complexity of the proposed procurement activities.

8.1 Minimum Spend Competition Thresholds (Inclusive of GST)

Financial Thresholds (AUS\$ inc GST)	Requirements			
	Process Managed by	Market Engagement	Agreement Type	Documentation
< \$5,000	Business Unit	1 Verbal Quote	P-Order P-Card	Quote details to be diarised
\$5,001 to \$25,000		1 Written Quote [#]		Quotes must be registered*
\$25,001 to \$150,000 for goods & services or \$200,000 for works ¹		3 Written Quotes [#]		Quotes must be Registered*
> \$150,00 for goods & services and > \$200,00 for works	Procurement Unit	Tender	Contract	Evaluation Report

*Quotes over \$5,000 must be registered in eBMS system

A minimum of one of the three quotes **must be** obtained from a local supplier/provider wherever possible.

8.2 Threshold Margin

If a procurement budget is within 5% of the nearest threshold, then the greater threshold requirements must be adhered to.

8.3 Payments

Payment for Works or Services will be made by the Principal on submission of Tax invoices by the Contractor in accordance with Council's payment policies.

Payment of all claims shall be subject to approval by the Principal's Authorised Officer that requested the works. All invoices shall be submitted in accordance with the Schedule of Rates forming part of the contract.

8.3.1 Prepayments

Prepayments for any goods, services or works cannot be made without the prior approval of the Director Business Services or the Chief Executive Officer

¹ As set under the Local Government Act 1989 Section 186(1)
<https://ballarat.sharepoint.com/sites/Revenue/Shared Documents/Procurement/POLICIES/COB Procurement Policy July 2019 update/Procurement Policy V8.1 August 2019.docx>

8.4 Use of Agents

Council encourages (when available) the services of a third-party agent such as MAV Procurement or Procurement Australia to undertake the Tender process on behalf of Council where it can be shown that Best Value for Money would be achieved.

The Act allows for councils to form groups for the procurement of goods, services or works with one member of the group, acting as an agent for the other councils, undertaking a single competitive process. Each of the members of this group are able to enter into a contract with the preferred service provider identified through this competitive process. Council encourages group tenders with surrounding municipalities, particularly where it can be shown that Best Value for Money would be attained.

When procurement is being planned, due diligence should be undertaken to evaluate if Best Value for Money can be achieved by using an Agent or a collective group tender.

Procurement Unit is to be notified when a third-party agent is appointed.

8.5 Total Cumulative spend

Care should be taken when reviewing the limits at 8.1 (above). In order to comply with the requirements of the Act where significant sums are spent in aggregate with one supplier or on one service, it is necessary to structure procurement proposals (as requests for tenders, quotations or prices) in order to achieve greatest value and supplier performance by leveraging this cumulative spend, rather than treating each discrete arrangement as a separate procurement exercise. Council has determined that the Cumulative expenditure to a supplier or for a specific product/service for a period of up to one year is to be taken into account unless the exemption is approved by the Chief Executive Officer or the Business Services Director.

Should the CEO consider that the nature of the requirement and the characteristics of the market are such that the public tender process would lead to a better result for the council, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is below the thresholds set under this Policy.

8.6 Preferred Suppliers (Panel)

A Preferred Supplier is a contractor/company that has been appointed following an open Tender process. Preferred Suppliers cannot be appointed in any other manner.

Unless specified during a tender process no minimum quantity of sales or turnover is guaranteed to a Preferred Supplier Panel member.

Benefits of appointing a Panel of Preferred Suppliers may include:-

- Savings in time and money
- Provide higher level of quality
- Faster turnaround times
- Increased confidentiality

Council's Preferred Suppliers should always be utilised whenever possible. A full list is available from the Intranet (BOB). When utilising Preferred Suppliers "best value for money" should always be the first consideration.

If a Preferred Supplier has provided a Schedule of Rates for services during the Tender process, there is no requirement to obtain three quotes; a direct appointment can be made. If a Schedule of Rates was not provided the quoting requirements outlined in Clause 8.1 must be adhered to. Any single purchase greater than the Legislated limits must go to Tender.

9 DETERMINING THE PROCUREMENT VEHICLE

9.1 Tender

The acquisition of goods and services for which the estimated expenditure exceeds \$150,000, and carrying out of works for which the estimated expenditure exceeds \$200,000² must be undertaken by public tender.

9.2 Expression of Interest

An expression of interest is a two-step process. When the thresholds are met an Expression of Interest process does not replace the need to call tenders. It simply precedes the calling of tenders and generally seeks to constrain the number of, and focus the quality and detail, of tenders received. An Expression of Interest process is generally structured with the following components:

- overview of requirements
- invitation to submit
- criteria for evaluating
- form of (respondents form)

An expression of interest should be used in circumstances where –

- there is likely to be many tenderers, tendering will be costly or the procurement is complex
- there is uncertainty as to the interest of suppliers or vendors to offer the potential products or services or to undertake the proposed work

9.3 Quotations

Purchase of goods and services up to \$150,000 and \$200,000 for works in a single contract or supply arrangement may be undertaken using the procurement by quotation method as described below. Payment for these purchases to your delegated financial authority may either be by City of Ballarat Purchase Card or through Accounts Payable (A purchase order must be raised if using Accounts Payable).

9.3.1 Items of value up to \$5,000

To achieve best value for the City of Ballarat the seeking of verbal and/or written quotations is encouraged. As a minimum one verbal quotation should be obtained.

9.3.2 Items with a value – \$5,001 to \$25,000

One written quotation must be obtained

² As set under the Local Government Act 1989 Section 186(1)

9.3.3 Items with a value – \$25,001 up to \$150,000 for goods and services and \$200,000 for works

Three written quotations to be obtained, one of the three quotes (as a minimum) must be obtained from a local supplier wherever possible. In the event that this is not possible the purchasing officer is to advise the Economic Development Unit so that supply gaps can be tracked.

Public advertising is not required but should be used when judged to be sufficiently advantageous to Council.

Quotations returned by the nominated closing date must be evaluated and a recommendation made in favour of the supplier offering the best value for money outcome. All Quotes over \$25,000 must be registered in the eBMS system.

Reasons for any non-conformance to this requirement must be documented and filed within Council's records system for audit purposes.

9.4 Insufficient Quotations

The situation may arise where insufficient quotations are received to satisfy the above requirements. This may occasionally occur where there are few suppliers for the goods, services or works being sought. In this case, the details of the contacted suppliers must be recorded in eBMS or recommendation and an appropriate comment recorded.

There may be occasions when only one quotation may be received. Such occasions would require written approval of the Chief Executive Officer or the Director Business Services, and would generally be considered under the following circumstances:

- In the event of emergency works for safety reasons
- When there is only one known and reputable supplier.

10 TENDER EVALUATION

- Late tenders will not be accepted under any circumstances. ***CLARIFICATION*** If an electronic tender submission has been commenced using Tenderlink prior to the closing date/time, and the transmission is interrupted due to tender closing time; and the commencement of submission transfer can be verified by Tenderlink the submission will be deemed to be received
- A Tender evaluation panel will be established to evaluate each tender against the selection criteria and its composition will be determined by the respective Director or Executive Manager.
- Evaluation Panel must have a minimum of three members (minimum two Council staff) and may include external consultants who are specialist in the area
- Evaluation Panel must have an independent (non-scoring) member as appointed by the Procurement Unit
- The evaluation process must be robust, systematic and unbiased
- Once a preferred tenderer is selected negotiations may be conducted in order to obtain the optimal solution and commercial arrangements, providing they remain within the intent and scope of the tender. Such negotiations must be exhausted with one tenderer before beginning with another tenderer
- Tender evaluation panels will produce a written report of their evaluation using the appropriate prescribed template.
- Tender Evaluation must be updated in eBMS Tender & Contract Management System

10.1 Evaluation Criteria

To ensure the Best Value for Money outcome is achieved for Council; the Evaluation Criteria is based on individual project/procurement priorities and must be included in the Request for Tender documentation. The following Mandatory Evaluation Criteria must be included in all tender evaluations and for transparency reasons, must also be clearly identified in the Request for Tender documents:

Mandatory Criteria	Weight
Price	40%
Level of Local Content provided or likely to be provided in the event the Applicant is successful in the Tender <i>(updated May 2013)</i>	10%
The financial viability of the Applicant to ensure the completion of the delivery of the goods and services applicable to the Tender. Financial assessment is to be undertaken by an independent organisation appointed by Council	Pass/Fail
Occupational Health and Safety	Pass/Fail

10.1.1 Occupational Health & Safety (OH&S)

OH&S is a mandatory evaluation criterion with a pass/fail weighting. The determination if a company meets the required standard is determined by the responses provided by the contractor from the information provided in the returned OH&S Schedule (Appendix 3).

In addition to the above Mandatory Criteria (50%) the Discretionary Criteria (50%) which is project specific must also be included in the Request for Tender documents. Evaluation Criteria must be justifiable and quantifiable.

10.2 Evaluation Process

1. Evaluation Panel to review OH&S Schedule to ensure conforming. If not conforming the submission will be considered to fail the mandatory requirements and will not be evaluated further
2. Evaluation Panel to review all submissions received and rate each submission based on the Mandatory (Price and Local Content) and Project Specific criteria
3. eBMS Tender & Contract Management System to be updated with Evaluation scores
4. Top two (2) submissions from previous step to have Financial Assessment undertaken – contact Procurement Unit or Finance Unit to organise
5. Result of Financial Assessment will be reviewed by Procurement and Finance Units and will be classified as either Pass or Fail
 - a. A pass indicates that the Financial Assessment has shown the financial ability of the applicant to provide goods/services
 - b. A fail indicates that the Financial Assessment has shown the inability of the applicant to provide goods/services
6. Dependant on the outcome of the Financial Assessment the Evaluation Panel will either finalise the evaluation process and proceed with relevant reporting, or, on the off chance Financial Assessment fail for the tested applicants; readdress the evaluation process
7. Financial Assessment should be completed prior to Recommendation being submitted to the Contracts Committee or Council. If not, recommendation will be “subject to positive Financial Assessment”
8. Due to the confidentiality of the Financial Assessment the documents will be held by the Procurement Unit electronically and not distributed.

The Financial Assessment process will add an additional five (5) to seven (7) working days to the evaluation process and is conducted by an independent external company, currently Corporate Score Card.

For projects where the same applicants submit and are awarded contracts; the Financial Assessment process would only need to be undertaken on an annual basis. An example of this would be road works/Infrastructure.

10.3 Non-Conforming Tenders

All tender submissions on receipt will be reviewed by the “Tender Opening Panel” to ensure that required schedules have been submitted.

A tender submission will be deemed non-conforming if:-

1. Required schedules have not been included or incomplete
2. Submission has not met specification requirements

A tender submission may be deemed as non-conforming during the Evaluation process, the evaluation panel should quarantine the submission and advise Procurement Unit for further review/confirmation.

Council may sometimes receive tenders which offer one or more alternatives where these were not sought in the tender documentation. Council should always be open to innovative proposals as they may offer excellent opportunities for improvements and are consistent with the legislative objectives for councils to achieve continual improvement. Tender documentation where innovative solutions are sought should specifically invite non-conforming tenders which council can consider along with all other tenders.

A Tenderer submitting a non-conforming tender shall fully detail the extent of any variance from the tender documents in tender Schedule headed “Statement of Conformance”. If the “Statement of Conformance” is not correctly completed the tender may not be further considered.

10.4 Acceptance of Tenders:

The chairperson of the evaluation panel will:

- maintain detailed records of all commercial-in-confidence negotiations, if any occur
- obtain approval for public tenders according to the below Delegation of Authority Requirements.

10.5 Delegation of Authority Requirement

Delegations define the limitations within which Council staff are permitted to work. Delegation of procurement authority allows specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to Council. This enables Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level.

As such, Council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for contract management activities.

10.6 Delegations Reserved for the Council

10.6.1 Council Staff

Council shall maintain a documented scheme of procurement delegations, identifying the Council staff authorised to make such procurement commitments in respect of goods, services and works on behalf of Council and their respective delegations contained in financial delegation’s policies:

- Acceptance of tenders;
- Acceptance of quotes;
- Contract term extensions (within authorised budget);
- Contract amendment (financial and non-financial);
- Appointment to register of pre-qualified suppliers;
- Flexi purchase Card purchases; and
- Procedural exceptions.

10.6.2 Delegations Reserved for the Council

Commitments and processes which exceed the CEO's delegation, and which must be approved by Council are:

- Signing and sealing of contract documents; and
- Tender recommendations and Contract approval for all expenditure over \$250,000 for goods and services and capital works in value.

10.7 Internal Controls

Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations are obtained and documented;
- Systems are in place for appropriate monitoring and performance measurement.
- All persons engaged in procurement processes must diligently apply all internal controls.

10.8 Commercial Information

Procurement activities will be carried out in a way that supports Council staff in meeting their obligations - to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the relevant Council guidelines.

11 TENDER/CONTRACT MANAGEMENT

11.1 Risk Management

Council will manage all aspects of its procurement processes in accordance with its adopted Risk Management Policy and in such a way that all risks are identified, analysed, evaluated, treated, monitored and communicated to the standard required by the law, in accordance with Australian Standards and council policy.

11.2 Health and Safety

To ensure the health and safety of our workers and visitors, procurement will be undertaken in accordance with requirements set out in the City of Ballarat Health and Safety Management System and approved policies (eg. HS-12 Contractor Management / HS-32 Chemical Management / HS-34 Plant & Equipment) and as required by the law.

11.3

11.4 Supply by Contract

The provision of goods, services and works by contract, potentially exposes the Council to risk. Council will minimise its risk exposure by measures such as:

- Standardising contracts to include current, relevant clauses;
- Requiring Bank Guarantees or Security Deposits where appropriate;
- Referring specifications to relevant experts;
- Requiring contractual agreement before allowing the commencement of work;
- Use of or reference to relevant Australian Standards (or equivalent); and
- Effectively managing the contract including monitoring and enforcing performance.

11.5 Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions.

Where this is not possible, approval must be sought from the Director Business Services. A request for such an approval should be supported with procurement and legal advice as relevant.

To protect the best interests of Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose Council to risk and thus must be authorised by the appropriate member of Council staff listed in the delegation's section above.

11.6 Endorsement

Council staff must not endorse any products or services. Individual requests received for endorsement must be referred to Director Level or above.

11.7 Dispute Resolution

All Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes escalating to legal action.

11.8 Contract Management

The purpose of contract management is to ensure that Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- Establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract; and
- Providing a means for the early recognition of issues and performance problems and the identification of solutions.

All Council contracts are to include contract management requirements.

Furthermore, contracts are to be proactively managed by the member of Council staff responsible for the delivery of the contracted goods, services or works to ensure Council receives value for money.

11.9 Variances

During the course of a contract there may be valid reason(s) when the contract needs to be varied; this variance to the contract normally comes with a cost. All claims for variances must be in writing and approved by the officer with delegated authority as set out in Clause 10.6. Any cumulative variance greater than ten percent (10%) of the original contract price must be reported to the following, dependant on the initial approval:

- Director
- Contracts Committee or Council

12 DEMONSTRATE SUSTAINED VALUE, INTEGRATION WITH COUNCIL STRATEGY

Council's procurement strategy shall support its corporate strategy, aims and objectives, including but not limited to those related to sustainability, protection of the environment, corporate social responsibility and meeting the needs of the local community such as:

- Feeling safe,
- Living in a clean and pleasant environment, and
- Receiving good quality well managed Council services that are Value for Money

12.1 Achieving Best Value for Money

The Council's procurement activities will be carried out on the basis of obtaining Best Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinate of Best Value for Money.

12.2 Approach

This will be facilitated by:

- Developing, implementing and managing procurement strategies that support the coordination and streamlining of activities throughout;
- Effective use of competition;
- Using centralised contracts and Standing Offers Agreement where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender process including appropriate use of e-solutions;
- Council staff responsible for providing procurement services or assistance within Council providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

13 ROLE OF SPECIFICATIONS

Specifications used in quotations, tenders and contracts are to support and contribute to Council's Best Value for Money objectives through being written in a manner that:

- Ensures impartiality and objectivity;
- Encourages the use of standard products;
- Encourages sustainability;

- Eliminates unnecessarily stringent requirements; and
- Wherever possible specifies technical standards and requirements that are within the capabilities of local and other suppliers.

14 PERFORMANCE MEASURE AND CONTINUOUS IMPROVEMENT

Appropriate performance measures are to be established and reporting systems will be used to monitor performance and compliance with procurement policies, procedures and controls.

Procurement procedures, practices and costs will be benchmarked externally. Internal service standards will be agreed within Council and performance against these targets will be measured and reviewed regularly to support continuous improvement. The performance measurements developed will be used to:

- Highlight trend and exceptions where necessary to enhance performance;
- Improve the internal efficiency of the procurement process and where relevant the performance of suppliers;
- Facilitate relevant programs to drive improvement in procurement to eliminate waste and inefficiencies across key expenditure categories.

15 SUSTAINABILITY

Council is committed to achieving sustainability and ensuring it monitors and reports on Council activities and programs that have an impact on or contribute to the environment including but not limited to:

- Waste management,
- Recycling,
- Energy management,
- Emission management,
- Water conservation,
- Green building design, and
- Procurement.

15.1 Sustainable Procurement

Sustainable procurement is the acquisition of necessary goods and services that have least impact on the environment and human health, within the purchaser's capacity to do so.

The City of Ballarat recognises it has an implicit role in furthering sustainable development, through its procurement of goods, and services and works.

In addition, the City of Ballarat recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process. The Council aims to achieve this by:

- Taking into account the need to minimise emissions and reducing the negative impacts of transportation when purchasing goods and services

- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured
- Considering the environmental performance of all suppliers and contractors, and encouraging them to conduct their operations in an environmentally sensitive manner
- Considering the basic life cycle analysis of products to minimise the adverse effects on the environment resulting directly or indirectly from products
- Selecting products / services that have minimal effect on the depletion of natural resources and biodiversity
- Working more effectively with local suppliers to ensure they are encouraged to bid for the Council’s business in line with the Procurement Policy
- Ensuring all relevant procurement contracts and tenders contain sustainability specifications as appropriate to the product or service being procured.

15.2 Environmental Purchasing³

Environmental purchasing is the inclusion of environmental factors in decisions on the purchase of products and/or services. It is sometimes called “green”, “sustainable” or “environmentally preferable” purchasing. The aim of considering environmental factors is to buy products or services that have less impact on the environment and human health than otherwise comparable products or services. Environmental purchasing can achieve a number of benefits:-

- reduce energy and water consumption (which can reduce costs)
- improve resource use efficiency
- reduce waste (which can reduce waste disposal costs)
- reduce environmental health impacts of products and services
- reduce pollution
- provide markets for new environmentally preferable products
- “close the loop” on recycling, improving the viability of recycling
- provide leadership to the community
- encourage industry to adopt cleaner technologies and produce products with lower environmental impacts

16 Support of Local Business

Council is committed to buying from local businesses where such purchases may be justified on Best Value for Money grounds.

Wherever practicable, Council will fully examine the benefits available through purchasing goods, services or works from suppliers/contractors within the Ballarat Region. Council will also seek from prospective suppliers/contractors where applicable what economic contribution they will make to the Ballarat region. All quotes should allow a ten percent (10%) evaluation allowance for local businesses.

³ Excerpt from the Commonwealth of Australia Environmental Purchasing Guide
<https://ballarat.sharepoint.com/sites/Revenue/Shared Documents/Procurement/POLICIES/COB Procurement Policy July 2019 update/Procurement Policy V8.1 August 2019.docx>

16.1 Purchases \$25,000 to \$150,000 for goods and services and \$200,000 for works

Council will endeavour to obtain a minimum of one of the three quotes for purchases between \$25,000 and \$150,000 for goods and services and \$200,000 for works from a local supplier. In the event that this is not possible, the purchasing officer will advise the Economic Development Unit so that supply gaps can be tracked and matched with future business opportunities.

16.2 Purchases over \$150,000 for goods and services and \$200,000 for works

For purchases above those limits set under the Local Government Act 1989 Clause 186(1) requires that a public tender process is undertaken. All 'Request for Tender' documents must include a Local Content Statement⁴ which incorporates the BIPP statement. This allows tenderers to accurately calculate the local content of their tender. The Tender Evaluation Criteria Matrix⁵ will include a mandatory weighting of ten (10) percent for local content/BIPP.

17 SOCIAL PROCUREMENT

Social procurement involves using procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works. For Local Government, social procurement builds on initiatives already undertaken by the sector in enhancing sustainable and strategic procurement practice, enabling procurement to effectively contribute to building stronger communities. Social procurement is a key mechanism by which to generate wider social benefits by providing a mechanism for linking and integrating social and economic agendas.

City of Ballarat supports social procurement when engaging local suppliers, contractors and/or service providers and would seek Ministerial Exemption when the required works provide value for money to Council and would be advantageous to any of the following:-

- Employment of disadvantage groups
- Employment of Apprentices
- Employment of recognised Youth Traineeships
- Employment of Youth labour
- Benefits to local community

18 DIVERSITY

Promoting equality through procurement can improve competition, Best Value for Money, the quality of public services, satisfaction among users, and community relations. It should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

⁴ Appendix 1 – Schedule B Local Content / Ballarat Industry Participation Policy

⁵ Appendix 2 – Evaluation Matrix

<https://ballarat.sharepoint.com/sites/Revenue/Shared Documents/Procurement/POLICIES/COB Procurement Policy July 2019 update/Procurement Policy V8.1 August 2019.docx>

19 APPLY A CONSISTENT AND STANDARD APPROACH

Council will provide effective and efficient commercial arrangements for the requisition of goods and services.

20 STANDARD PROCESSES

Council will provide effective commercial arrangements covering standard products and provision of standard services across Council to enable employees to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant;
- Processes, procedures and techniques;
- Tools and business systems (e.g. implementing the appropriate e-catalogue arrangements or e-sourcing arrangements);
- Reporting requirements;
- Application of standard contract terms and conditions.

21 PERFORMANCE INDICATORS

A list of performance indicators will be developed to measure procurement performance.

They will include criteria such as:

- The proportion of expenditure against corporate contracts;
- User and supplier satisfaction levels;
- Knowledge and skill of Council employees in procurement process;
- Level of compliance and understanding of Council procurement policies.

22 MANAGEMENT INFORMATION

Council seeks to improve its performance by capturing and analysing procurement management information in a variety of areas, including:

- Volume of spend;
- Number of transactions per supplier;
- Supplier performance;
- User satisfaction;
- Category management; and
- Green spend

Council will also use external sources of management information to assist with the procurement decision making process including:

- Benchmarking data;
- Information from professional bodies such as the Chartered Institute of Purchasing and Supply Australia;
- Supplier reports.

23 BUILD AND MAINTAIN SUPPLY RELATIONSHIPS

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the best value outcomes in terms of time, expertise, cost, value and outcome.

23.1 Developing and Managing Suppliers

Council recognise the importance of effective and open working relationships with its suppliers, and is committed to the following:

- Managing existing suppliers, via the appropriate development programs and performance measurements to ensure the benefits are delivered,
- Maintaining approved supplier lists,
- Developing new suppliers and improving the capability of existing suppliers where appropriate.

23.2 Supply Market Development

A wide range of suppliers should be encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations, offering business diversity include:

- Local businesses
- Green suppliers
- Small to medium sized enterprises
- Social enterprises
- Ethnic and minority business
- Voluntary and community organizations.
- Local Content.

23.3 Relationship Management

Council is committed to developing constructive long-term relationships with suppliers. It is important that Council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include:

- Size of spend across Council;
- Criticality of goods / services supplier, to the delivery of Council's services;
- Availability of substitutes;
- Market share and strategic share of suppliers.

23.4 Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to Council. The external website will provide:

- Information about Council and how to become an approved supplier,
- A list of existing and forthcoming contract opportunities, projected over a number of years,
- Guidelines for doing business with Council,
- Standard documentation used in the procurement process,
- Links to other relevant sites.

24 CONTINUAL IMPROVEMENT

Council is committed to continuous improvement and will review the procurement policy on an annual basis, to ensure that it continues to meet its wider strategic objectives.

25 COMPLIANCE RESPONSIBILITIES

- Council staff
- Councillors
- Special Committees
- Contractors

26 CHARTER OF HUMAN RIGHTS COMPLIANCE

Council will ensure that all of its procurement operations are fully consistent with the prescribed rights and responsibilities and that they respect the fundamental rights within the Victorian Charter of Human Rights and Responsibilities Act 2006 (Vic).

27 REFERENCES AND RELATED POLICIES

Acts	Local Government Act 1989
Regulations	
Codes of Practice	Victorian Government Procurement Board, July 2010 Victorian Audit-General, Report Tendering and Contracting in Local Government, tabled in Parliament, 24 February 2010.
Guidance notes	DPCD: Circular No. 06/2006, Local Government Procurement and Capacity to Appoint Agents. DPCD Local Government Best Practice Procurement Guidelines, 2013 Social Procurement: A Guide for Victorian Local Government
Australian Standards	
Related Policies	Councillor Code of Conduct HR-07 Code of Ethics and Conduct Ballarat Industry Participation Program GV-04 Gift and Hospitality Policy

28 Appendix 1 – Statement of Local Content/BIPP

SCHEDULE B

Local Content / Ballarat Industry Participation Policy (BIPP)

Tenderers are required to accurately calculate the Local Content of their tender. These values shall be provided in percentage and monetary terms in the table below. **Failure to do so will result in 0% weighting in the evaluation process.**

Definitions:

“Local ” within the boundaries of the following municipalities:

Ballarat City Council
Ararat Rural City Council
Golden Plains Shire Council

Hepburn Shire Council
Moorabool Shire Council
Pyrenees Shire Council

“Local Content” labour, materials; plant and supervision which are sourced from within the above municipalities

“EFT” – Equivalent Full Time

1 Employment

Provide details of employment opportunities that will be created/maintained in the region as a result of the contract

How many EFT local jobs will be maintained over the period of project? _____

How many EFT local jobs will be created over the period of project? _____

2 Location of depot / store / office

Address: _____

Length of time at this location? _____

3 Local Content

Using the three categories shown below (A,B,C), outline **the major** local purchases by project component including estimated purchase value: -

A = Locally made - installed by local labour

B = Components sourced from local suppliers but not manufactured locally - installed on site by local labour

C = Components sourced from non-local suppliers - installed on site by local labour

Item (specify)	Supplier	Category A/B/C <i>(per above)</i>	Estimated \$ Value sourced locally at Tender	Actual \$ Value sourced locally (see below note)*
eg: sand & soil	XYX Pty Ltd	A	\$20,000	
(a) Total Local Value			\$	

Additional lines may be added as required

Specify the level of local value-added activity, expressed as a percentage of the overall contract price.

$$\text{LOCAL CONTENT} = \frac{\text{Total Local Value (a)}}{\text{Contract Value}} \times 100 = \underline{\hspace{2cm}} \text{ percent (\%)}$$

Above Table must be completed to substantiate level of Local Content

*** NOTE - Successful contractor may be requested to verify the actual local spend prior to Practical Completion sign off.**

29 Appendix 2 – Evaluation Matrix

Criteria	Score	Weighting	Weighted Score
1. Mandatory Criteria			
• Price	/ 40	40%	N/A
• The level of Local Content provided or likely to be provided in the event the Applicant is successful in the Tender	/ 10	10%	N/A
• The financial viability of the Applicant to ensure the completion of the delivery of the goods and services applicable to the Tender			Pass / Fail
• Occupational Health & Safety Compliance			Pass / Fail
TOTAL MANDATORY CRITERIA	/ 50	50%	N/A

30 Appendix 3 – Occupational Health & Safety Schedule

		YES	NO
1.1	Does your organisation have >\$20 Million Public Liability Insurance ? If Yes, please provide a copy of Certificate of Currency	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Where applicable to the works or services being provided does your organisation have Product Liability Insurance ? If Yes, please provide a copy of Certificate of Currency	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Where applicable to the services being provided, does your company have Professional Indemnity Insurance ? If Yes, please provide a copy of Certificate of Currency	<input type="checkbox"/>	<input type="checkbox"/>
1.4	Is your organisation WorkCover Certified ? If Yes, please provide a copy of Certificate of Currency	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Does the works being tendered for require High Risk Licences? If Yes, please provide copies.	<input type="checkbox"/>	<input type="checkbox"/>

		YES	NO
2.1	Do you currently have an accredited OH&S System to AS/NZS 4801, OHSAS 18001 or ISO 45001 ? If Yes, please provide a copy of your certification and evidence of most recent audit	<input type="checkbox"/> 15 Points	<input type="checkbox"/> 0 Points

If yes move to section 4

		YES	NO
3.1	MANDATORY - Do you have an Occupational Health & Safety Policy? If Yes, provide a copy of the policy	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.2	Do you have and use an OH&S Manual or Work Plan? If Yes, provide a copy of the front page and contents page	<input type="checkbox"/> 2.0 Points	<input type="checkbox"/> 0 Points
3.3	Do you use a SWMS (Safe Work Method Statement), JSA (Job Safety Analysis) or SOP (Safe Operating Procedure) for the proposed works? If Yes, please provide a copy.	<input type="checkbox"/> 1.5 Points	<input type="checkbox"/> 0 Points
3.4	Are records kept of operator training, inductions and competencies, such as licences and qualifications? If Yes, please provide a register of relevant qualifications and Licenses	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.5	Do you have and use procedures for identifying, assessing and controlling manual handling risks? If Yes, please provide a copy of procedure.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.6	Do you have and use procedures for storing and handling hazardous substances? This also includes office based substances. If Yes, please provide a copy of hazardous substance register.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.7	Do you have a Roles & Responsibility Plan? If Yes, please provide a copy.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.8	Is there a formal mechanism for OH&S consultation in your Organisation? If Yes, please provide a copy of recent OH&S minutes or toolbox meeting.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.9	Do you have and use procedures by which employees can report hazards? If Yes, please provide details below and a recent example.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.10	When a hazard is identified, do you conduct a risk assessment of that hazard?	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points

	If Yes, please provide a copy of your Risk Assessment form.		
3.11	Do you have an Incident Investigation Procedure and Incident Reporting form? If Yes, please provide a copy of each.	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points
3.12	Do you use Equipment inspection checklists? If Yes, please provide a copy of inspection checklist.	<input type="checkbox"/> 1.5 Point	<input type="checkbox"/> 0 Points
3.13	Do you use workplace inspection checklists? If Yes, please provide a copy of inspection checklist.	<input type="checkbox"/> 1.0 Point	<input type="checkbox"/> 0 Points
3.14	Does your business have and use any permit to work systems? <i>For example, hot works, electrical isolation and working at heights etc.</i> If Yes, please provide an example of a recent permit.	<input type="checkbox"/> 1.0 Point	<input type="checkbox"/> 0 Points
3.15	Do you have elected Health & Safety Representatives (HSR)? If so, please provide names(s) and details of initial training and any refresher training, if not listed in training register from 6.3	<input type="checkbox"/> 0.5 Point	<input type="checkbox"/> 0 Points

		Number	Points
4.1	Have you had any prosecutions for breaches of the OHS Act 2004 in the last 5 years? Detail:	0 1 2 3+	10 5 1 0
4.2	Have you had issued any enforceable undertakings in the last 5 years? Detail:	0 1 2 3+	10 5 1 0
4.3	Value of enforceable undertaking: \$	\$0-10,000 <\$50,000 <\$100,00 >\$100,000	10 5 1 0
4.4	How many improvement notices or prohibition notices have you had in the last 5 years: Number:	0-5 6-10 11-15 16-20 20+	10 9 8 7 5
4.5	How many notices in the last 5 years have you had that required you to cease work until issue was rectified: Number:	0 1 2 3+	10 5 1 0
		Total = X/10	

11.7. CONTRACTS SPECIAL COMMITTEE OF COUNCIL MINUTES - 3 JULY AND 24 JULY 2019

Division: Director Business Services
Director: Glenn Kallio
Author/Position: Lorraine Sendall - Executive Assistant, Director Business Services

OFFICER RECOMMENDATION**Council resolves to:**

1. Note, as per the *Local Government Act 1989* Section 88(2) that this matter is designated confidential information under section 89(2) as Contractual Matters and has been considered in making this recommendation.
2. Endorse the Special Contracts Committee minutes of the meetings held on 3rd and 24th July, 2019.

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with copies of minutes of Council's section 86 Special Contracts Committee in accordance with the *Local Government Act 1989*. At the meeting of these Committees held on 3rd and 24th July, 2019, four contracts were endorsed by the Committee. This report provides a copy of the minutes of these meetings as well as detailing summary information in relation to this Contract.

RATIONALE

Section 92 of the *Local Government Act 1989* (the Act) requires that copies of minutes of meetings of the Special committees of Council are kept. Part 5 of the Act also lists minutes of section 86 Committees as a prescribed matter and therefore should be made available to the public. This report advises that minutes of the Special Contracts Committee (the Committee) are attached to this report for the meetings held on 3rd and 24th July, 2019.

The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee has been established and will meet weekly, as required, in order to provide Council Officers with necessary decisions of Council to enable procurement processes to be completed.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989*
- City of Ballarat Council Plan 2017-21
- City of Ballarat Industry Participation Program
- City of Ballarat Purchasing/Procurement Policies and Procedures

LOCAL CONTENT

Contract	Endorsed with recommendation to Council	Value	Outcomes	Local Content Outcome
2018/19-144	Sovereign Press Pty Ltd	Schedule of Rates	Large Format, Digital and Offset Print Services	Yes
2019/20-01	Streebson Pty Ltd	\$616,649.45 (excluding GST)	Road Pavement Reconstruction – Wattle Avenue	Yes
2018/19-150	Masterson Builders Pty Ltd	\$418,650.00 (excluding GST)	Wendouree Children's Centre – M&CHealth Rooms	Yes
2018/19-184	Fulton Hogan Industries Pty Ltd	\$792,418.95 (excluding GST)	Tram Track Renewal	Yes

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/cultural	Yes	Yes
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	No	No

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

Social/Cultural - The inclusion of the minutes in the Council agenda and their availability to the public will increase awareness of the activities of the Special Contracts Committee and could increase community involvement in decision making at Council.

Risk Management – The Act requires that minutes of Committees established under Section 86 are kept and are made available to the public. There are implications if minutes of Special Committees are not presented to Council.

Financial – As contained within the report.

OFFICER' DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- City of Ballarat Purchasing/Procurement Policy
- Contracts Approval Special Committee Terms of Reference

ATTACHMENTS

1. Contracts Minutes Wednesday 3 July 2019 [11.7.1 - 5 pages]
2. Contracts Minutes Wednesday 24 July 2019 [11.7.2 - 5 pages]



CONTRACTS SPECIAL COMMITTEE

MINUTES

3 July 2019

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS COMMITTEE
OF THE BALLARAT CITY COUNCIL, HELD IN COMMITTEE ROOM 1,
TOWN HALL, STURT STREET, BALLARAT
ON WEDNESDAY 3 JULY 2019 AT 4:34PM**

**Justine Linley
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Mark Harris (Chair)
Cr Grant Tillett

IN ATTENDANCE

Mr Glenn Kallio (Director Business Services)
Mr Terry Demeo (Director Infrastructure and Environment)

APOLOGIES

Cr Ben Taylor

CARRIED

RECOMMENDATION

That the apology from Cr Ben Taylor be received.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

DECLARATIONS OF INTEREST

No declarations of interest were received.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 19 June, 2019 as circulated, be confirmed.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

SECTION 89 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 89(2) of the Local Government Act 1989, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2018/19-144 PRINT SERVICES – LARGE FORMAT, DIGITAL AND OFFSET (RO GLENN KALLIO / TREVOR HARRIS)	4
5.2 CONTRACT 2019/20-01 WATTLE AVENUE – ROAD PAVEMENT RECONSTRUCTION (RO TERRY DEMEO / ROBIN HAND)	4

5.1 CONTRACT 2018/19-144 PRINT SERVICES – LARGE FORMAT, DIGITAL AND OFFSET
(RO – Glenn Kallio / Trevor Harris)

SUMMARY

This report recommends that the Contracts Committee award a Contract for the provision of offset, digital and large formatting print services for the City of Ballarat, Her Majesty's Theatre and the Art Gallery of Ballarat. This contract includes the MyBallarat magazine.

RESOLUTION

That the Contracts Approval Special Committee resolves that it:

- 1. Award Tender 2018/19-144 Print Services-Offset, Digital and Large Format to Sovereign Press Pty Ltd for the schedule of rates (GST exclusive) for a period of one year commencing 1 July 2019 with further two (2) x two (2) year options.**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

5.2 CONTRACT 2019/20-01 WATTLE AVENUE – ROAD PAVEMENT RECONSTRUCTION
(RO – Terry Demeo / Robin Hand)

SUMMARY

This report recommends that the Contracts Committee award a Contract for the road pavement reconstruction for Wattle Avenue, Wendouree.

RESOLUTION

That the Contracts Approval Special Committee resolves that it:

- 1. Award Tender 2019/20-01 'Wattle Avenue – Road Pavement Reconstruction' to Streebson Pty Ltd t/a Ballarat Excavation and Transport Pty Ltd for the total tendered price of \$616,649.45 (excluding GST).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

General Business:

No general business was discussed.

RESOLUTION

That the Contracts Approval Special Committee resolve to come out of Section 89 and adopt the resolutions made therein.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 4.36pm

Confirmed this 24th day of July, 2019

.....
Cr Mark Harris
Chairperson



CONTRACTS SPECIAL COMMITTEE

MINUTES

24 July 2019

**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS COMMITTEE
OF THE BALLARAT CITY COUNCIL, HELD IN COMMITTEE ROOM 1,
TOWN HALL, STURT STREET, BALLARAT
ON WEDNESDAY 24 JULY 2019 AT 4:30PM**

**Justine Linley
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Mark Harris (Chair)
Cr Grant Tillett

IN ATTENDANCE

Mr Glenn Kallio (Director Business Services)
Mr Terry Demeo (Director Infrastructure and Environment)
Ms Angelique Lush

APOLOGIES

Cr Ben Taylor

RECOMMENDATION

That the apology from Cr Taylor be received.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

DECLARATIONS OF INTEREST

No declarations of interest were received.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts meeting held on 3 July, 2019 as circulated, be confirmed.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

SECTION 89 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 89(2) of the Local Government Act 1989, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

TABLE OF CONTENTS

	PAGE(S)
5.1 CONTRACT 2018/19-150 WENDOUREE CHILDREN'S CENTRE MATERNAL CHILD HEALTH ROOMS DEVELOPMENT (RO ANGELIQUE LUSH / REBECCA LOVE)	4
5.2 CONTRACT 2018/19-184 TRAM TRACK RENEWAL (RO TERRY DEMEO / ROBIN HAND)	4

**5.1 CONTRACT 2018/19-150 WENDOUREE CHILDREN'S CENTRE
MATERNAL AND CHILD HEALTH ROOMS DEVELOPMENT**
(RO – Angelique Lush / Rebecca Love)

SUMMARY

This report recommends that the Contracts Special Committee award a Contract for the provision of Wendouree Children's Centre Maternal Child Health Rooms Development.

RESOLUTION

That the Contracts Approval Special Committee resolves to:

- 1. Award Contract Number 2018/19-150 for the provision of Wendouree Children's Centre Maternal Child Health Rooms Development to Masterson Builders Pty Ltd for the total tendered price of \$418,650.00 (excluding GST).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

5.2 CONTRACT 2018/19-184 TRAM TRACK RENEWAL
(RO – Terry Demeo / Robin Hand)

SUMMARY

This report recommends that the Contracts Special Committee award a Contract for the replacement of existing Tram Tracks on Wendouree Parade (Carlton Street to the Junction leading to the Ballarat Tramways Museum).

RESOLUTION

That the Contracts Approval Special Committee resolves that it:

- 1. Award Tender 2018/19-184 'Tram Track Renewal in Wendouree Parade' to Fulton Hogan Industries Pty Ltd for the total tendered price of \$792,418.95 (excluding GST).**
- 2. Delegate to the Chief Executive Officer authority to execute the associated Contract on behalf of Council.**

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

General Business:

No general business was discussed

RESOLUTION

That the Contracts Approval Special Committee resolve to come out of Section 89 and adopt the resolutions made therein.

Moved Cr Grant Tillett
Seconded Cr Mark Harris

CARRIED

There being no further business, the Chairperson declared the meeting closed at 4.33pm

Confirmed this day of , 2019

.....
**Cr Mark Harris
Chairperson**

11.8. COMMITTEE FOR BALLARAT MEMBERSHIP

Division: Innovation and Organisational Improvement
Director: Cameron Cahill
Author/Position: Cameron Cahill - Director Innovation and Organisational Improvement

OFFICER RECOMMENDATION**Council resolves to:**

- 1. Continue the current Executive level membership with the Committee for Ballarat.**
- 2. Recognise the commitment and efforts of the Committee for Ballarat and the work they have undertaken to create a better future for Ballarat and the western region.**
- 3. Continue to work proactively and collaboratively with the Committee for Ballarat to advance the interests of Council, the City and the broader western region.**

EXECUTIVE SUMMARY

The City of Ballarat joined the Committee of Ballarat at its inception in 2005. Since then the City has maintained Executive Membership of Committee for Ballarat including representation on the Board.

According to the Committee for Ballarat, it is a visionary membership body that provides progressive and innovative leadership with a strategic, long-term focus to help create a better future for Ballarat and the western region.

The City of Ballarat is a current Executive member, along with seven other organisations in Ballarat and has a representative on the Board, being Mayor Cr Samantha McIntosh. Ararat Rural City Council, Golden Plains Shire Council, Hepburn Shire Council and Pyrenees Shire Council are also members of the Committee for Ballarat as Corporate not executive members.

The City of Ballarat is not a member of any other *Committee For* organisations.

The City of Ballarat has had a long standing and productive relationship with the Committee for Ballarat including as partner in the highly success Council-led *Ballarat Now and Into the Future* advocacy campaign in the lead up to the Victorian Election in 2018.

The cost of membership of the Committee for Ballarat is as follows, with membership fees currently due.

Membership Level	Cost
Executive	\$21,900
Corporate Gold	\$7,700
Corporate	\$3,840

RATIONALE

Council Membership

The City of Ballarat joined the Committee of Ballarat at its inception in 2005. Since then the City has maintained Executive Membership of Committee for Ballarat including representation on the Board.

Committee for Ballarat was established in 2005 following consultation with its prospective membership base. At the time, establishing a “*Committee for*” was proposed during community consultation undertaken to develop the City of Ballarat’s Blueprint Ballarat. According to the Committee for Ballarat, it was designed based on the models of Committee for Melbourne and Committee for Geelong, although established with different objectives based on a system of projects. The City of Melbourne is a member of Committee of Melbourne and City of Greater Geelong is a member of Committee for Geelong. There is no “Committee for” in Bendigo.

Committee for Ballarat is auspice to the Leadership Ballarat and Western Region (LBWR) program of which Council has a strategic partnership.

Membership Benefits

Membership of the Committee for Ballarat provides the following:

- Invitation to participate in strategic planning through key issues process workshop.
- Opportunity to nominate for and be elected to a limited number of board positions.
- Input into advocacy at local, state and national level.
- Nominate to join a project team.
- One off support from Chair, CEO and/or Board member on members’ issues and various opportunities to build business links.
- One off invitation to small round-table sessions hosted by CEO and Chair.
- Promotion opportunity on Committee’s website and other marketing material
- Advertise up to five events or products in monthly e-news and on Committee website and via social media.
- Two complimentary places at the three Round Table dinners each year with an additional one ticket available at a discount rate.
- Two complimentary places at six Member Events and Briefings.
- One complimentary place to access Administrative Professionals Network, including four professional development events and biennial conference.

Membership of Committee at the Executive and Corporate Gold level provides the following additional benefits to the City of Ballarat:

- Contribute at the highest level to setting the Committee’s agenda, including all member workshops and strategy sessions with the Board.
 - Opportunity to nominate for and be elected to all positions.
 - Participate and drive advocacy at local, state and national government levels. Including attendance at political briefings and meetings with decision-makers.
 - Propose a project to the board for approval and participate in a project team.
 - Unlimited support from Chair, CEO and/or Board member on members’ issues and various opportunities to build business links.
 - Unlimited invitations to small round-table sessions hosted by CEO and Chair.
 - Unlimited opportunities to advertise events or products in monthly e-news and on Committee website and via social media.
 - Advertise up to five events or products via direct e-mail to members.
-

- Receive an additional two (four in total) complimentary places at the three Round Table dinners each year with an additional two tickets available at a discount rate
- Invitation to attend Chair's Lunch with a keynote speaker, two places available.
- Unlimited opportunity to sponsor a Round Table Dinner, host a Board meeting and/or host an LBWR program day.
- Two complimentary places to access Administrative Professionals Network, including four professional development events and biennial conference.

Membership of Committee at the Executive level provides the following additional benefits:

- The opportunity to have the Chair and/ or the CEO meet with or attend key meetings within your organisation.
- Receive an additional two (six in total) complimentary places at the three Round Table dinners each year with an additional four tickets available at a discount rate
- Invitation to attend private meet and greet with keynote speaker prior to Round Table dinners.
- Invitation to attend Chair's Lunch with a keynote speaker, four places available.
- Four complimentary places at six Member Events and Briefings.
- Unlimited Opportunity to sponsor a Round Table Dinner, host a Board meeting and/or host an LBWR program day.
- Three complimentary places to access Administrative Professionals Network, including four professional development events and biennial conference.

Council could also consider that membership of the Committee for Ballarat provides the opportunity to network with key stakeholders in Ballarat, the opportunity to promote and advance the work of the Council in a variety of settings and the ability to influence the direction of the Committee for Ballarat to support the work of Council. Some of these benefits increase with the level of Committee membership.

Risks and Issues

Council has traditionally also held a position as an elected member of the Board of Committee of Ballarat. The Board nominee is a Councillor, traditionally the Mayor of the day. This nominee is elected at the AGM of the Board, but there are no guarantees that the City of Ballarat nominee will be elected to a Board position. All Board members have general duties under the *Associations Incorporation Reform Act 2012*.

In general terms these duties related to conflict of interest whereby a board member must not participate in the decision making of the Board where they have a material personal interest. This includes to gain an advantage for themselves or any other person (a person includes the Council). An overarching duty of good faith and proper purpose is also in place for a Board member.

There is the potential for the duties of a Councillor and the duties of a Board Member to become in conflict depending on what the Committee for Ballarat Board or the Council is considering from time to time.

It is the obligation of the representative to ensure that any conflict is managed, and they excuse themselves from any decision making of the Board when a conflict arises.

This potential in conflict in duties is a risk that needs to be managed ongoing whilst Council has a representative on the Board.

As a membership organisation Committee for Ballarat must meet the purposes set by the members of that association. There is a risk that the purpose of the Committee of Ballarat could become in conflict with the primary purpose of Council, which is to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

There is a potential risk that the withdrawal in membership may damage the collaborative relationship with the Committee for Ballarat and its existing membership. It would be paramount that the Council consult and engage with the Committee for Ballarat representatives to minimise this risk.

Options

A number of options are available to Council with regard to membership of the Committee for Ballarat, namely:

- A. Continue the current Executive level membership with the Committee for Ballarat (*Officer Recommendation*).
- B. Continue membership with the Committee for Ballarat but at the Corporate Gold level.
- C. Continue membership with the Committee for Ballarat but at the Corporate level
- D. Cease being a member of the Committee for Ballarat.

Note that other local governments in the region have memberships at the Corporate Gold/Corporate level only.

It is recommended that Council continues membership with Committee and works proactively and collaboratively with Committee to advance the interests of Council, the City and the broader western region.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *City of Ballarat Council Plan 2017-2021*
- *Local Government Act 1989*
- *Associations Incorporation Reform Act 2012*

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	Yes	No
Environmental/Sustainability	Yes	No
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	Yes
Evaluation and Review	Yes	No

Economic – A reduction on the level of membership with the Committee of Ballarat may have an impact on the Committee for Ballarat’s operating budget, which in turn, may have an impact on how the Committee operates and what it provides.

Financial/Resources – The Council has budgeted for a number of memberships to organisations like the Committee for Ballarat, including the Municipal Association of Victoria and they are included as part of the Budget 2019/20.

Membership Level	Cost
Executive	\$21,900
Corporate Gold	\$7,700
Corporate	\$3,840

Risk Management – The report details the potential conflicts for a City of Ballarat member of the Committee for Ballarat Board, these risks need to be monitored and managed continuously.

Implementation and Marketing – The decision of Council will be communicated through various channels by the Council’s Communications and Marketing team.

CONSULTATION

Representatives of Council meet with representatives from the Committee for Ballarat prior to the presentation of this report to Council.

OFFICERS DECLARATIONS OF INTEREST

Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

- Committee for Ballarat Membership Packages
- Committee for Ballarat website, accessed July 2019.

ATTACHMENTS

Nil

11.9. S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION (PLANNING AND ENVIRONMENT ACT 1987)

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis - Administration Officer Statutory Compliance

OFFICER RECOMMENDATION

Council resolves to:

1. Revoke the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Carly Kuczer (R354/16), effective as at 21 August 2019.

EXECUTIVE SUMMARY

The purpose of this report is to enable Council to revoke the S11A. Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Carly Kuczer.

RATIONALE

At the Council Meeting held on 14 December 2016, Council resolved R354/16 to endorse the authorisation of Carly Kuczer under the *Planning and Environment Act 1987*. Carly Kuczer is no longer in the role of Senior Statutory Planner and the authorisation requires revocation by Council resolution, to be effective as at 21 August 2019.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*;
- *Local Government Act 1989*;
- *Planning and Environment Act 1987*; and
- City of Ballarat Council Plan 2017-2021.

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	Yes	No
Social/Cultural	No	No
Environmental/Sustainability	No	No
Economic	No	No
Financial/Resources	No	No
Risk Management	Yes	Yes
Implementation and Marketing	No	No
Evaluation and Review	Yes	Yes

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

Risk Management - It is essential that Council's authorisations are constantly maintained and periodically monitored so that appropriate Officers have the power to carry out their duties lawfully. This is a key component in Council meetings, through its legislative compliance obligations.

Evaluation and Review - Council's authorisations are reviewed and updated upon changes to the role of a Council Officer, legislative changes and at cessation of employment.

CONSULTATION

There has been consultation with relevant Council Officers to ensure the correct legislation has been adhered to.

OFFICERS DECLARATIONS OF INTEREST

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

ATTACHMENTS

Nil

11.10. OUTSTANDING QUESTION TIME ITEMS

Division: Business Services
Director: Glenn Kallio
Author/Position: Sarah Anstis -Administration Officer Statutory Compliance

OFFICER RECOMMENDATION

That Council endorses the Outstanding Question Time report.

EXECUTIVE SUMMARY

This report provides Council with an update of response to questions taken on notice and outstanding unanswered questions from Council Question Time.

As of 31 July 2019, Council Meeting there are no outstanding questions.

RATIONALE

The City of Ballarat Meeting Procedure Local Law calls for a standard agenda item at each Council Meeting that reflects unanswered questions from Public Question Time.

LEGISLATION, COUNCIL PLAN, STRATEGY AND POLICY IMPLICATIONS

- Meeting Procedure Local Law

OFFICERS DECLARATION OF INTERESTS

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

ATTACHMENTS

Nil

12. NOTICE OF MOTION

Nil

13. URGENT BUSINESS

14. SECTION 89 (IN CAMERA)

11.7 CONTRACTS SPECIAL COMMITTEE OF COUNCIL - 3RD JULY AND 24TH JULY 2019

Division: Business Services
Director: Glenn Kallio
Author/Position: Lorraine Sendall – Executive Assistant, Director Business Services

(Confidential report designated under the Local Government Act 1989 section 77(2)(b))

14.1 KERBSIDE RECYCLING IMMEDIATE, SHORT AND MEDIUM TERM OPTIONS

Division: Infrastructure and Environment
Director: Terry Demeo
Author/Position: Quenton Gay – Waste, Water and Energy Officer

(contractual matters)

15. CLOSE