

BRIDGE MALL OPENING

This project involves opening the Bridge Mall to traffic and other users of the space to improve the movement network and restore its purpose as a key ‘main street’ destination within the Precinct and gateway to the City. Opening the mall is a very important project as a way to increase movement through the Precinct. It will however require upgrades to intersections at Grenville Street and Peel Street in the short-term, and Victoria Street in the longer-term.

The objective is to adopt a more inclusionary approach toward design of the new street so that it functions as a complete street where:

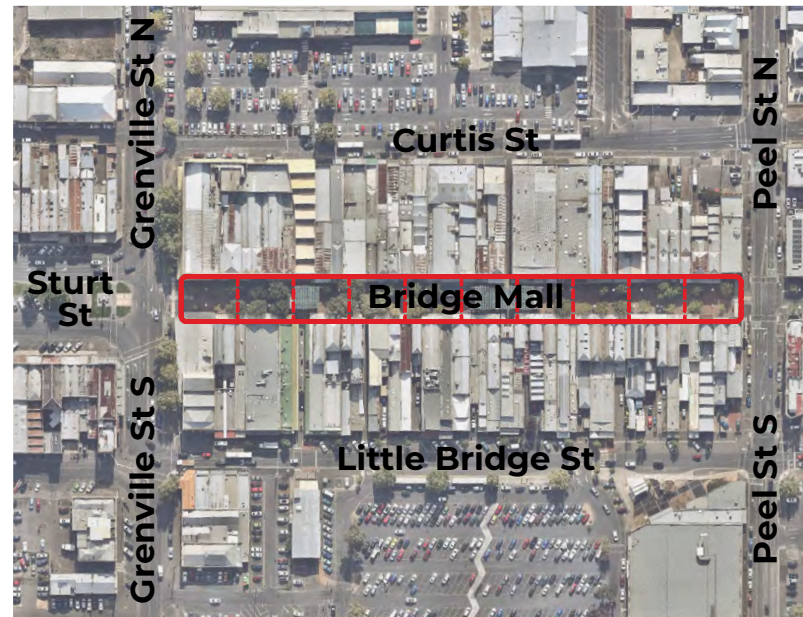
- ☆ There are more people moving through the area at all times of day;
- ☆ The needs of a range of users of the space are incorporated and balanced with one another;
- ☆ Retail and other uses will gain the benefit of exposure to movement;
- ☆ Pedestrian and cycle access is prioritised but shared with private vehicles in a very low speed environment where there are regular pedestrian crossings;
- ☆ Convenience based car parking is available;
- ☆ The design of the street is inviting and welcoming, promotes social interaction and embeds the story of Bakery Hill; and
- ☆ There is day and night time activity and surveillance.

Community and trader feedback in response to the draft plan has favoured implementation of a unique and distinctive street. There is a desire in this context to ensure that the street is inviting, balancing access objectives with amenity objectives. In terms of transport objectives, initial feedback supports one-way travel for private vehicles with possibly potential for two-way public transport such as a trackless tram.

Once a preferred concept is selected and detailed design is completed, it is expected that the mall would be opened between Peel Street and Grenville Street and thereafter between Peel Street and Little Bridge Street/Main Road. The design of a new street will be required to meet the vision and functional outcomes desired by the community and businesses. Staged opening of the street will enable the impact on traders, existing traffic signals and the balance of the movement network to be appropriately managed.



Relevant Initiatives and Actions				
D2.1	D4.2			
C1.1	C1.3	C2.1	C2.2	C3.2
T1.1	T2.1	T2.4	T3.2	



The objective in opening the Mall is to apply the integrated themes of Connected, Thriving and Distinctive by:

- ☆ Improve the movement network;
- ☆ Adopting an inclusionary approach toward design of the street to balance the needs of all users of the space;
- ☆ Drawing activity into and encouraging more movement through the street;
- ☆ Improving the amenity, safety, sense of place and identity in the street;
- ☆ Promoting awareness and visitation to the street;
- ☆ Increase activation at all times of the day and night; and
- ☆ Enhance weather protection to provide greater comfort for all users of the space.

The next step in the process will be to prepare a new streetscape design for the Bridge Mall. Any future design will be required to be informed by the design requirements.

The Bridge Mall is approximately 250m long between Grenville Street and Peel Street and has a consistent width of 20m. 20m is a common width of many 'main streets' that accommodate a range of elements including private and public transport, landscaping, pedestrian spaces and car parking.

Opening the Bridge Mall offers the opportunity to arrange these components in a variety of ways that best accommodate the needs of all users of the space.

Design Statement:

Create a distinctive identity that responds to the opportunities and constraints of the Precinct and reinforces the personality of Bakery Hill by reflecting a thriving, connected and distinctive community.

Key Design Requirements:

- 1. Pedestrians:** The final design outcome must prioritise the pedestrian experience. People should be able to move through the space feeling safe, confident and comfortable at any time of day. Vehicles may be present, but their influence should be limited.
- 2. Activation and Play:** Spaces must be flexible, adaptable, equitable and maximise opportunities for activation through play, outdoor dining, events and festivals.
- 3. Resilience:** Materials should be of high quality and finish selected to be adaptable, robust, sustainable in origin and resilient in a changing climate. This will include maximising green space and reclaiming some asphalted surfaces as green space.
- 4. Vibrant:** The spaces should be attractive, magnetic, stimulating and well connected to other destinations in Ballarat's tourist network.
- 5. Urban Forest:** The design outcome will maximise tree planting for shade, habitat and amenity within the space and within adjacent streets for a net gain within the precinct.
- 6. Local Heritage:** The design outcomes should reflect the heritage architecture and Aboriginal cultural heritage by utilising the Historic Urban Landscape (HUL) approach for site analysis, synthesis and design development.

YARROWEE RIVER PARKLAND + LITTLE BRIDGE STREET CAR PARK REDEVELOPMENT

This project involves redeveloping the existing car parking and access ways to create a parkland along the general alignment of the Yarrowee River between Eastwood Street and Little Bridge Street. Through private sector partnerships, the public realm will be upgraded and the car park redeveloped through a staged approach.

The parkland along the Yarrowee could accommodate:

- ☆ A substantial, accessible playground/ playspace;
- ☆ A large programmable space for festivals and community events;
- ☆ Space for a potential stage and viewing area;
- ☆ Safe and well-designed pedestrian and cycling connections between Eastwood Street and Little Bridge Street; and
- ☆ Redevelopment of some of the private land on the south-east corner of Grenville Street and Little Bridge Street incorporating retention of existing heritage buildings.

State Government and Private Sector Investment

In the medium to longer-term, redeveloping the existing at-grade car park provides a significant opportunity to facilitate more efficient use of the land by accommodating an integrated mixed-use development within the core of the Precinct in addition to providing car parking. Redevelopment of the land could further leverage existing Ballarat businesses and institutions (such as medical or higher education institutions) to attract an increased diversity of users and residents.

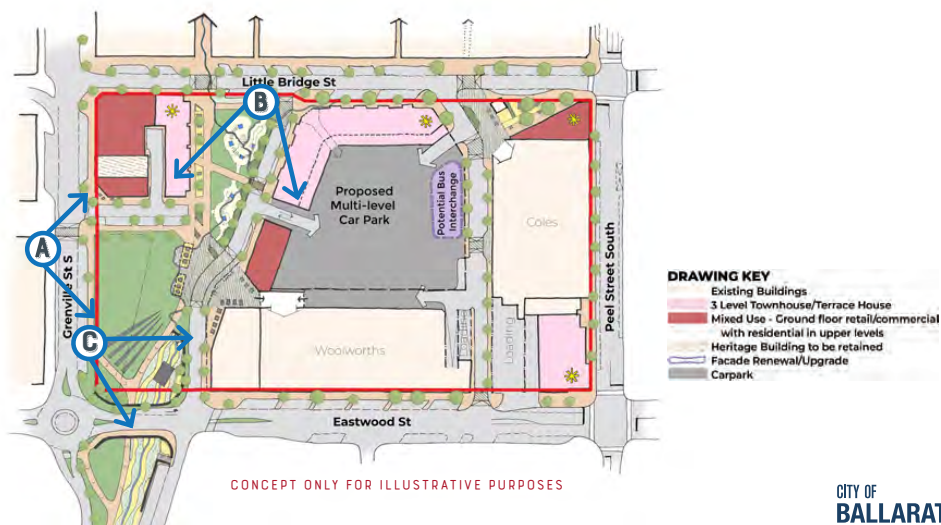
In the shorter-term however, there is still significant opportunity to leverage State Government and private sector investment to improve safety and pedestrian movement through the precinct.

This project is important as it makes more efficient use of publicly owned land through redevelopment. It has the potential to incentivise further private sector investment across the Precinct. It also creates opportunity to improve and enhance public spaces.

It is acknowledged that this project will require private sector and State Government partnerships for short, medium and longer-term outcomes.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



DRAWING KEY
 Existing Buildings
 3 Level Townhouse/Terrace House
 Mixed Use - Ground floor retail/commercial with residential in upper levels
 Heritage Building to be retained
 Facade Renewal/Upgrade
 Carpark

CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES



Relevant Initiatives and Actions

- T1.1
- C1.3
- D2.1
- T2.2
- C2.1
- D3.1
- T3.1
- C2.2
- D4.2
- C3.2



ARTIST'S IMPRESSIONS ONLY
BY GEOFFREY FALK



1 NEW PUBLIC PARK AND PLAYSACE



2 ENHANCED BICYCLE PATH CONNECTION FROM YARROWEE RIVER TO BRIDGE MALL



3 PROVIDE RESIDENTIAL LIVING



4 RENEWED FOOD AND GROCERIES RETAIL PRECINCT



5 REVEAL AND INTERPRET THE YARROWEE RIVER



6 INCREASE TREE CANOPY COVER

VICTORIA STREET LANDMARK ENTRY

This project involves redesign of the existing roundabout at the intersection of Victoria Street, Humffray Street, Curtis Street and Little Bridge Street to create a more formal and distinctive entry to the CBD and the Bakery Hill Precinct.

Review the existing functionality of the roundabout to offer the following benefits:

- ☆ Improve the existing movement network;
- ☆ Improve safety and priority for pedestrians and cyclists;
- ☆ Increase civic/public open space;
- ☆ Delivery of a structure or art installation that announces arrival to the CBD and celebrates the history of the Eureka Stockade;

Long-term vision:

- ☆ Contributes toward a complete arrival experience for visitors with a landmark entry as an extension to the character and quality of Victoria Street and creates a sense of entry to the CBD via the Bakery Hill Precinct.

This project is very important because it will complement the grandeur of Victoria Street, and will announce arrival to the CBD in a more positive and distinctive way that will promote visitation to Bakery Hill and the CBD.

It must be acknowledged however, that delivery of this project will ultimately require part investment by the private sector.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



DRAWING KEY
 Existing Buildings
 Landmark Building

CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES

A



ARTIST'S IMPRESSION ONLY
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1 ENHANCE PEDESTRIAN AND BICYCLE CONNECTION



2 INCREASE OPEN SPACE



3 INTERPRET THE RICH HISTORY OF BAKERY HILL AS PART OF THE GATEWAY



4 INCREASE TREE CANOPY COVER



Relevant Initiatives and Actions

- T1.1
- C1.3
- D2.1
- T2.2
- C2.1
- D3.1
- T3.1
- C2.2
- D4.2
- C3.2

GRENVILLE/STURT STREET INTERSECTION

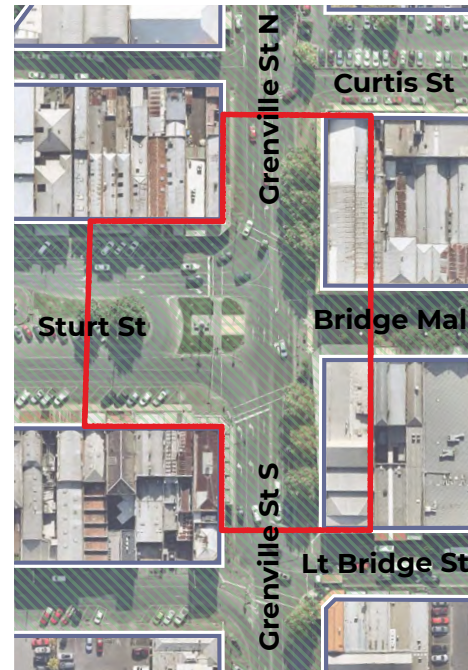
This project involves upgrading the Grenville and Sturt Street intersection to ensure the efficient and safe movement of pedestrians, cyclists and vehicles.

Norwich Plaza and the Pharmacy are key buildings as they are the bookend to Sturt Street. The buildings are visually prominent when travelling eastbound and they also provide an important interface with Grenville Street and the Bridge Mall. Council will need to work collaboratively and in partnership with land and business owners to improve this interface over time. This includes the opportunity to deliver a more inviting, active edge to Grenville Street and entry to Bridge Street.

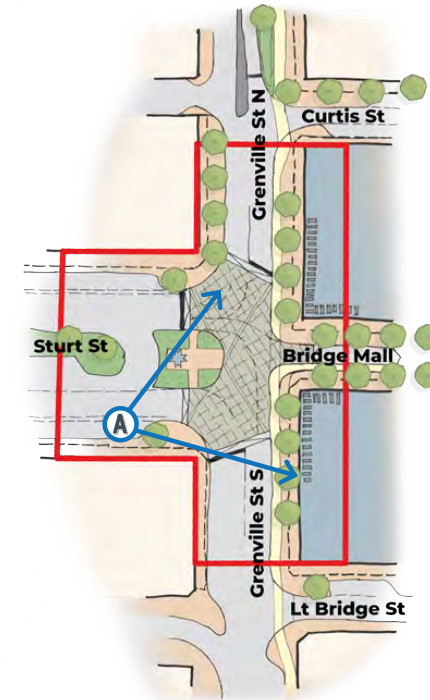
Works to the buildings and public realm will need to be completed through a combination of private investment and public funding, with an emphasis on:

- ☆ Improving the Grenville Street intersection to create a safe and seamless path of travel for pedestrians and cyclists, and to provide safe and efficient flow for vehicles;
- ☆ Including public art or imagery reflective of the history of Bakery Hill;
- ☆ Working collaboratively with landowners to reactivate the street interfaces of Grenville Street and Bridge Mall in the short term. In the longer term, support and encourage redevelopment of the buildings which provide high quality architecture and integrate well with the Precinct;
- ☆ Creating a sense of arrival into the retail precinct, inclusive of creative lighting, signage and/or iconic art;

The project is very important because it will better facilitate the safe movement of pedestrians and cyclists between the Bridge Mall commercial area and Sturt Street Gardens, and the creative hub of the CBD. It will also promote private sector investment and renewal within the broader Precinct. The project also highlights the importance of the corner lots at the intersection and the positive contribution they could make to the street edges.



DRAWING KEY
 Site Boundary
 Public Owned Land
 Private Owned Land



CONCEPT ONLY FOR ILLUSTRATIVE PURPOSES

DRAWING KEY
 Existing Buildings
 Landmark Building



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Relevant Initiatives and Actions

- T1.1
- C2.1
- D1.3
- C2.2
- D2.3



1 CONNECT STURT ST SEAMLESSLY INTO BRIDGE MALL



3 NEW ACTIVE LANDMARK BUILDINGS



5 INNOVATIVELY INTERPRET HISTORY THROUGH PLACE MAKING



6 PROTECT THE EXISTING CHARACTER OF STURT ST

BIG W AND DAN MURPHYS

This project ultimately involves redeveloping the land for a mix of commercial and residential uses. In the short term, it is assumed that the current use of the land will remain, however there are significant opportunities to enhance safety through lighting, improve pedestrian and cycle access through the site and to deliver streetscape upgrades.

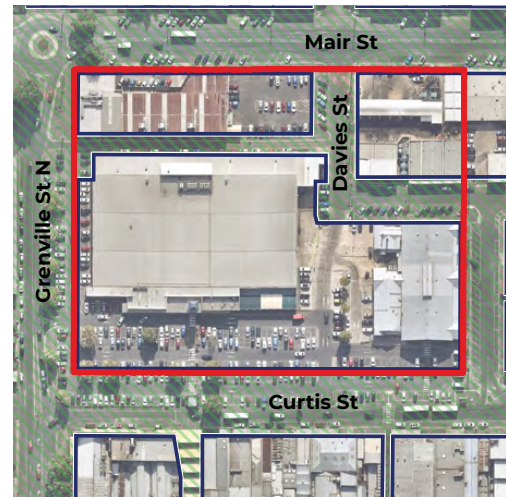
Short-term upgrades and projects include:

- ☆ Develop a program around improved social behaviours and perceptions of public safety in partnership with property and business owners, and State Government agencies.
- ☆ Deliver stronger and safer pedestrian links and movement through the site (including pedestrian and cycle movement)
- ☆ Deliver new pedestrian crossings at Grenville and Curtis Street in addition to enhancing pedestrian links to Bridge Mall;
- ☆ Formalise the extension of Davies Street between Mair Street and Curtis Street as a street with defined edges, footpaths and street tree planting. Delivery of this requires cooperation and partnership with the landowner;
- ☆ Deliver streetscape improvement works to Curtis Street to create pedestrian spaces and improved amenity;
- ☆ Deliver streetscape upgrade works to Grenville Street North and South, including dedicated bicycle lanes;
- ☆ Convert surplus roadway and car park areas to create more CBD green space;

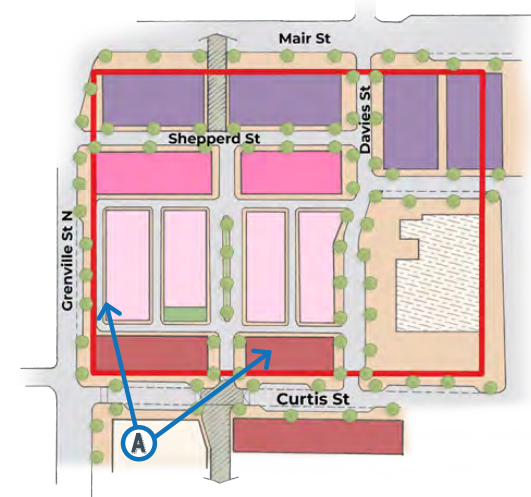
Medium to longer-term upgrades and projects include:

- ☆ Encourage sustainable outcomes across any redevelopment of the land.
- ☆ Deliver a mixed-use Precinct which is supported by built form guidelines, incorporates high-quality public spaces and formalised streets that provide clear connections north/south and east/west.

This project is important as it makes more efficient use of land through redevelopment. It also has the potential to incentivise further private sector investment and encourage public/private partnerships across the Precinct. It also creates opportunity to improve and enhance public spaces.



DRAWING KEY
▭ Site Boundary
▭ Public Owned Land
▭ Private Owned Land



DRAWING KEY
▭ Existing Buildings
▭ Landmark Building



ARTIST'S IMPRESSION ONLY
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Relevant Initiatives and Actions

- T1.1
- C1.4
- D1.2
- T2.2
- T3.1
- T3.3
- T4.1



1 STRENGTHEN CONNECTION
TO BALLARAT RAILWAY STATION



2 DIVERSE BOULEVARD
STREETSCAPES



3 PROVIDE RESIDENTIAL LIVING



4 ENCOURAGE NEW COMMERCIAL
SPACES FOR EMPLOYMENT



5 PROTECT AND ENHANCE THE
HERITAGE RANGER BARRACKS



6 ENCOURAGE SUSTAINABLE LIVING
AND INCREASE CANOPY TREE COVER

PEEL STREET REDEVELOPMENT

This site is strategically located and forms a key entry point to Ballarat through Little Bridge Street. In the longer term, this area could be a desirable place to work and live.

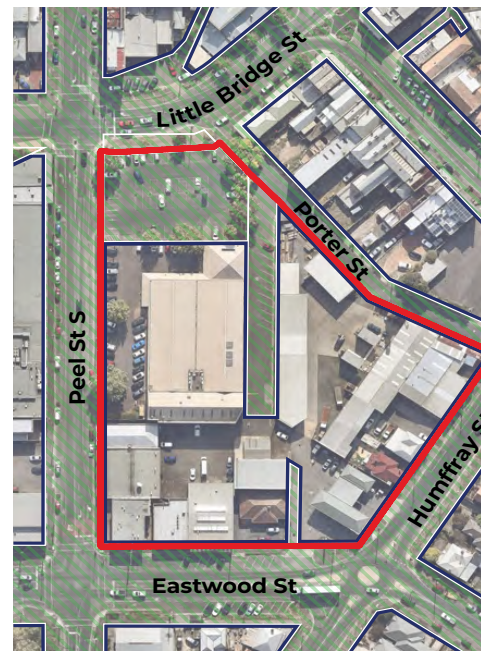
Short term upgrades and projects include:

- ☆ Improve interface with the public realm in order to create a desirable place for pedestrians and to help to increase business activity;
- ☆ Deliver street tree planting for improved amenity and canopy cover;
- ☆ Convert surplus roadway and car park areas to create more CBD green space;
- ☆ Rationalise existing car parking to create more efficient use of space;
- ☆ Improve existing laneways for improved connections and safety;
- ☆ Develop a way-finding strategy which reflects the evolving identity of the Precinct and creates a high quality public realm.

Longer-term upgrades and projects include:

- ☆ Encourage sustainable outcomes across any redevelopment of the land.
- ☆ Deliver a mixed-use Precinct which is supported by built form guidelines, incorporates high-quality public spaces and formalised streets and laneways.

This project is important as it makes more efficient use of land through redevelopment. It also has the potential to incentivise further private sector investment and encourage public/private partnerships across the Precinct. It also creates opportunity to improve and enhance public spaces and laneways.



DRAWING KEY

- Site Boundary
- Public Owned Land
- Private Owned Land



DRAWING KEY

- Existing Buildings
- 3 Level Townhouse/Terrace House
- 3-4 Level Affordable Housing Project/ Gateway Apartment Site



ARTIST'S IMPRESSION ONLY
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Relevant Initiatives and Actions	
T1.1	D1.2
T2.2	
T3.1	
T4.1	



1 NEW DIVERSE URBAN POCKET PARKS



2 DIVERSE BOULEVARD STREETSCAPES



3 UP TO 300 NEW RESIDENTS



4 NEW WESTERN ENTRY GATEWAY BUILDING



5 ENCOURAGE SUSTAINABLE LIVING AND PLANT UP TO 70 NEW TREES

MAKING IT HAPPEN



EVERYONE

This is a strategy for everyone, for both residents and visitors to Ballarat. Together we can achieve a 'Distinctive', 'Thriving' more 'Connected' Bakery Hill.

Here are some ways we can all contribute:

USE SOCIAL MEDIA TO SHARE YOUR FAVOURITE BAKERY HILL MOMENTS AND PLACES

APPRECIATE THE HISTORIC SIGNIFICANCE OF THE PRECINCT, INCLUDING BOTH THE ABORIGINAL AND EUROPEAN STORIES

IF YOU HAVE AN EVENT IDEA, TALK TO COUNCIL ABOUT HOW TO MAKE IT HAPPEN

GET INVOLVED AND HELP SHAPE THE IDENTITY OF OUR CBD

ENJOY THE MANY FOOD ESTABLISHMENTS WITHIN THE PRECINCT

IF YOU ARE AN ARTIST, TALK TO COUNCIL ABOUT HOW WE CAN INTEGRATE YOUR ARTWORK INTO THE PRECINCT

EXPLORE AND RE-DISCOVER WHAT THE PRECINCT HAS TO OFFER

SUPPORT YOUR LOCAL BUSINESSES AND YOUR LOCAL CREATIVES BY ENJOYING THE LANEWAY ART, ATTEND EXHIBITIONS AND SHOWS AND GO TO THE BRIDGE MALL FARMERS' MARKET

IF POSSIBLE, WALK OR CYCLE TO THE PRECINCT RATHER THAN DRIVE

BUY LOCAL!

BUSINESS OWNERS

We invite you, our business owners, to embrace and support the changes which will help to deliver a 'Distinctive', 'Thriving' and more 'Connected' Precinct.

Here are some ways we can all contribute:

OFFER A UNIQUE EXPERIENCE FOR YOUR CUSTOMERS

BE A BUSINESS LEADER WHO SHAPES THE IDENTITY OF THE PRECINCT

COLLABORATE AND SHARE YOUR EXPERIENCE REGARDING THE CHANGING NEEDS OF CUSTOMERS

OFFER LOCAL AND NICHE PRODUCTS AND SERVICES

ENCOURAGE NEW BUSINESSES WHICH ARE CONSIDERING OPENING UP IN THE BRIDGE MALL

EMBRACE SOCIAL MEDIA AND DIFFERENT WAYS TO COMMUNICATE AND MARKET YOUR BUSINESS

CONSIDER OPPORTUNITIES TO SHARE BUSINESS SPACE WITH OTHERS WHO CAN BRING A DIFFERENT CUSTOMER BASE TO THE AREA

LINK YOUR BUSINESS OFFERING AND TRADING HOURS TO COMPLEMENT BALLARAT EVENTS AND MAXIMISE PASSING TRADE

PARTNER WITH COUNCIL AND STATE GOVERNMENT TO TAKE ADVANTAGE OF GRANTS AND OTHER INCENTIVES

REVIEW YOUR OPERATIONS TO MAXIMISE EXPOSURE TO ALL STREET FRONTAGES

CONSIDER SUB-LETTING UN-USED OR UNDER-UTILISED FLOOR SPACE TO COMPLEMENTARY BUSINESSES (INCLUDING UPSTAIRS AREAS AND CURRENTLY UNDERUTILISED)

LANDOWNERS WITHIN THE PRECINCT

We invite landowners to embrace and actively pursue the vision for Bakery Hill and work collaboratively with business owners and council to contribute to the delivery of a 'Distinctive', 'Thriving' and more 'Connected' Precinct

Here are some ways we can all contribute:

PARTNER WITH OTHER INVESTORS OR LANDOWNERS TO REDEVELOP LAND IN THE SHORT TERM, WHICH WILL CATALYSE CHANGE AND LEVERAGE LONGER TERM REDEVELOPMENT OPPORTUNITIES IN THE FUTURE

REDUCE SHOP VACANCY DURATION BY USING SHORT TERM TENANCIES WHILST LONGER TENANCIES ARE BEING RESOLVED.

RESPOND TO MARKET SIGNALS: ADJUST RENTS TO ENCOURAGE SHOP OCCUPANCY

TO CREATE A GREATER RETURN ON INVESTMENT, BE PREPARED TO BE A CATALYST FOR CHANGE WHICH LIFTS THE OVERALL VALUE OF THE PRECINCT

PARTNER WITH COUNCIL TO IMPROVE YOUR PROPERTY FACADE, SHELTER AND MAKE OTHER PHYSICAL ALTERATIONS TO THE PRECINCT

PARTNER WITH YOUR TENANT TO CO-INVEST IN YOUR SHOP

DO YOU HAVE A HISTORIC BUILDING? RESTORE IT FOR THE ENJOYMENT OF EVERYONE INTO THE FUTURE

COUNCIL

The City of Ballarat can work proactively and in partnership with businesses, landowners, business owners, community and the State Government to deliver the actions of this Urban Renewal Plan.

Leveraging the significant investment capabilities and resources of partnerships, the City can continue to contribute in the following ways:

- PROACTIVELY TAKE A LEADERSHIP ROLE TO DELIVER THE CHANGE WE WANT TO SEE IN BAKERY HILL**
- GIVE GREATER CERTAINTY TO THE DEVELOPERS BY PREPARING NEW PLANNING CONTROLS FOR THE PRECINCT**
- INVEST IN STREETScape UPGRADES TO ACHIEVE HIGH QUALITY PUBLIC SPACES AND DRIVE CHANGE AND INVESTMENT IN THE PRECINCT**
- CREATE AND DELIVER BUSINESS SUPPORT INCENTIVE PACKAGES**
- PARTNER WITH THE PRIVATE SECTOR TO DELIVER THE FASTEST WIFI POSSIBLE**
- FACILITATE PUBLIC AND PRIVATE PARTNERSHIPS TO ACCELERATE DEVELOPMENT AND IMPLEMENTATION OF THE PLAN**
- CONSULT AND ENGAGE WITH THE COMMUNITY ACROSS THE MANY IMPLEMENTATION ACTIONS**
- FACILITATE OR DELIVER AN INTEGRATED NETWORK OF PEDESTRIAN AND CYCLE NETWORKS TO AND THROUGH THE PRECINCT**
- ADVOCATE TO OTHER LEVELS OF GOVERNMENT FOR ADDITIONAL INVESTMENT IN THE PRECINCT OVER THE SHORT, MEDIUM AND LONG-TERM, INCLUDING POTENTIAL DECENTRALISATION OPPORTUNITIES**

VICTORIAN GOVERNMENT AND INSTITUTIONS

The Victorian Government and large institutions (including hospitals and universities) across Ballarat can benefit greatly from being an active player in the growth and delivery of services across Ballarat. The Ballarat CBD, and in particular, Bakery Hill, plays a crucial role in accommodating the future growth of the City, and will thrive through the creation of a genuine mixed-use precinct.

Here are some of the ways the Victorian Government and large institutions can play a role:

VICTORIAN GOVERNMENT: PROVIDE FREQUENT AND RELIABLE PUBLIC TRANSPORT

CONTINUE TO DECENTRALISE GOVERNMENT OFFICES AND RELOCATE TO A BALLARAT CBD LOCATION

HIGHER EDUCATION INSTITUTIONS: WORK WITH PARTNERS TO ESTABLISH INNOVATIVE TEACHING FACILITIES WITHIN THE CBD

VICTORIAN GOVERNMENT: CONTINUE TO PROVIDE FUNDING AND SUPPORT FOR MAJOR EVENTS, FESTIVALS, EXHIBITIONS AND TOURISM EXPERIENCES IN BALLARAT

CREATE LONG AND SHORT-TERM ACCOMMODATION WITHIN BAKERY HILL TO CATER TO THE NEEDS OF VISITING PROFESSIONALS AND STUDENTS

VICTORIAN GOVERNMENT: FORGE STRONGER PARTNERSHIPS WITH COUNCIL TO DELIVER ACTIONS OF THIS PLAN OVER THE SHORT, MEDIUM AND LONGER TERM

VICTORIAN GOVERNMENT AND HIGHER EDUCATION INSTITUTIONS: SUPPORT THE VISION FOR THIS PRECINCT AS A CLEVER CITY PILOT AND INVEST ACCORDINGLY

INVESTORS

We invite investors to embrace the vision and benefit from the renewal of this Precinct and work to contribute to the delivery of a 'Distinctive', 'Thriving' and more 'Connected' Precinct.

Here are some ways you can contribute:

CONSIDER THE BRIDGE MALL FOR YOUR NEXT BUSINESS VENTURE!

BE A BUSINESS LEADER WHO SHAPES THE IDENTITY OF THE PRECINCT

DO YOU HAVE A BUSINESS THAT COULD BE THE NEXT TO THRIVE IN THE PRECINCT?

TAKE ADVANTAGE OF ONE OF AUSTRALIA'S FASTEST GROWING REGIONAL CITIES.

**SHARE YOUR INVESTMENT SUCCESSES TO ENCOURAGE OTHERS
TO DO THE SAME**

OPEN HOSPITALITY VENUES WHICH DRAW PEOPLE TO THE PRECINCT, MORNING, DAY AND NIGHT

**PARTNER WITH ESTABLISHED INSTITUTIONS (INCLUDING HOSPITALS AND HIGHER EDUCATION FACILITIES), COUNCIL AND
BUSINESSES TO DEVELOP LAND OVER THE SHORT, MEDIUM AND LONG-TERM**

**APPROACH COUNCIL TO DISCUSS OPPORTUNITIES FOR PUBLIC/
PRIVATE PARTNERSHIPS**

MONITORING SUCCESS

MEASURES OF SUCCESS

The Plan is the first step to an ongoing process of urban renewal, which requires regular monitoring to check for progress towards a renewed Bakery Hill and Bridge Mall Precinct. To ensure the highest rate of success, continued maintenance, monitoring and feedback are required.

The following measures are intended to provide a criteria to assess how the urban renewal project is tracking. The findings from each progress check should be used as feedback to see where improvements can be made in the implementation approach and timing. In this way, measuring success should be an ongoing implementation action to ensure that we are on the right track.

The key projects identified in Part 4 of the Plan will play key roles in achieving urban renewal for the Precinct as these are identified as having potential to spark positive change by contributing to the key targets listed above. It should be noted that key projects are presented as options only to start conversation with and within the community about the suitability of the projects and associated actions.

MEASURES OF SUCCESS | TARGET BY 2050

- ☆ Lower **VACANCY RATE**
- ☆ Creating **JOBS** and more **DIVERSE** tenancy mix
- ☆ More **DIVERSE** housing
- ☆ More **AFFORDABLE** housing
- ☆ **REDUCED** greenhouse gas emissions
- ☆ Increased **TREE COVER** and green spaces
- ☆ **HIGHER ACCESS** to services and facilities
- ☆ **MORE** pedestrians, cyclists and public transport users
- ☆ **QUALITY** built form and amenities
- ☆ Below **7% VACANCY RATE** within the Bridge Mall Precinct
- ☆ Host an additional **600 NEW JOBS**
- ☆ Accommodate approx. **5000 NEW RESIDENTS** in various dwelling types to accommodate diverse needs
- ☆ **5% NEW DWELLINGS** delivered as affordable housing
- ☆ Zero net emissions – **100% RENEWABLE ENERGY**
- ☆ 1 ha of **GREEN SPACE** across the Precinct
- ☆ **WALKABILITY SCORE OF 80%** from homes and workplaces
- ☆ **LOCAL PARK WITHIN 400M** of all houses
- ☆ **20% MODAL SHIFT** from cars to public transport
- ☆ New buildings demonstrating **ARCHITECTURAL EXCELLENCE**

Table 1 Measures of success and targets



ARTIST'S IMPRESSION OF LITTLE BRIDGE STREET
VIEWED TO THE WEST BY GEOFFREY FALK

LIST OF ACTIONS AND INITIATIVES

A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.



T1 Bakery Hill’s renewal will be an ongoing *community led process*, that supports local leadership and partnerships.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTORS
T1.1 UNDERTAKE RENEWAL PROJECTS IN AN OPEN AND COLLABORATIVE WAY.	T1.1A	Establish a Bakery Hill Implementation Action Group, comprising members of Council, community and service groups, landowners, traders etc. The terms of reference of the group will include overseeing implementation of the various actions contained within the Bakery Hill Urban Renewal Plan.	Smart City Framework	Partnerships + Advocacy Council and Everyone
	T1.1B	Promote the Bakery Hill Urban Renewal Plan through Government and Peak Body networks and meetings/conferences and through media.		Partnerships + Advocacy Council and State Government
	T1.1C	Actively seek external funding for initiatives, for example, through State and Federal Government agencies.		Partnerships + Advocacy Businesses/ Institutions and Council
	T1.1D	Explore a funding program to assist traders with business strategy, displays, retail offers, promotions and other means that will attract visitation.		Economic Development Council and State Government

T2

Bakery Hill will be reinvigorated with **diverse land uses**, including restaurants and cafés, creative and traditional industries and residential development.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTOR	
T2.1 PREPARE PLANNING CONTROLS TO GIVE EFFECT TO THIS PLAN AND CONSIDER THE DISTINCT ROLE AND PURPOSE OF EACH SUB-PRECINCT (REFER TO FIGURE 9) THAT WILL COLLECTIVELY CONTRIBUTE TO A THRIVING COMMUNITY.	T2.1A Prepare and develop a 'Structure Plan', 'Urban Design Guidelines for higher density development' and a 'Skyline Study' to inform and be translated into future planning controls.	Making Ballarat Central	Planning + Policy	Council and State Government	
	T2.2A Prepare a land availability/capability assessment which identifies under utilised sites and considers appropriate uses, inclusive of both public and private land with a view to deliver urban renewal outcomes.			Economic Development	Council and Landowners
	T2.2B Explore opportunities for Public/Private Partnerships at key redevelopment or under utilised sites - particularly on Council owned land through preparing an Investment Prospectus.				Business owners
	T2.2C Explore co-investment opportunities with businesses to improve streetscapes, with a focus on facade and verandah upgrades.				Investors
T2.2D Consult with the community and key landholders/tenants on preferred development outcomes at key priority sites: ☆ Yarwee River Parkland + Little Bridge Street Carpark ☆ Big W and Dan Murphys ☆ Peel Street Redevelopment area ☆ South side of the Ballarat Railway Station ☆ Bridge Mall				Everyone	
	T2.3A Investigate opportunities to support or offer subsidies for landowners that offer lower cost rent to preferred industries and lower the vacant building rate.			Economic Development	Council and Landowners
	T2.3B Work collaboratively with landlords to identify vacant and under utilised sites that present opportunities for lower-cost or free short-term/temporary space for creative or traditional industries/arts etc.	Ballarat's Creative City Strategy, Ballarat Evolve		Economic Development	Landowners and Private Sector
	T2.3C Explore opportunities for strategic acquisitions by Council of key sites/tenancies.			Physical works	Council, Investors and Landowners
T2.4 ENCOURAGE A NIGHT TIME ECONOMY BY SUPPORTING USE OF TENANCIES (PARTICULARLY WITHIN THE BAKERY HILL ACTIVITY HUB) FOR USES THAT GENERATE ACTIVITY OUTSIDE OF STANDARD RETAIL OPERATING HOURS.	T2.4A Work proactively with trader groups to encourage night time activation in the precinct	Outdoor Dinging and Trading Policy		Economic Development	Council, Investors, Landowners and Business owners
	T2.4B Prepare a business case through partnership arrangements to understand feasibility options or to create incentives for the conversion of upper floor spaces or under utilised buildings for useable spaces/activity.				Everyone
T2.5 TAKE A PLACE MANAGEMENT APPROACH TO FACILITATING USE AND DEVELOPMENT THAT WILL POSITIVELY CONTRIBUTE TO THE ROLE AND PURPOSE OF EACH SUB-PRECINCT.	T2.5A Establish a Place Management approach to proactively promote the Precinct and the broader CBD and to ensure that the initiatives and actions are delivered.	Making Ballarat Central			Council
	T2.5B Deliver creative and innovative concepts for key and strategic redevelopment sites.			Partnerships + Advocacy Physical works	Council
	T2.5C Work collaboratively with the landowners to support short, medium and longer-term activation of buildings.			Partnerships + Advocacy Physical works	Council and Landowners
	T2.5D Establish a system of performance monitoring, regularly reporting on: ☆ Range and number of businesses and service; ☆ Modes of transport for Precinct residents, employees and visitors; ☆ Number and type of employees; ☆ Number of tourists; ☆ Number and type of residential accommodation; ☆ User satisfaction; and ☆ Occupancy and vacancy rates; ☆ Spend data mapping.				Council

A THRIVING ECONOMY, SUPPORTING AN ENGAGED AND RESILIENT COMMUNITY.



T3 Bakery Hill will be promoted as *great place to live* for all people.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER & CONTRIBUTORS
T3.1 FACILITATE MORE INTENSIVE AND DIVERSE RESIDENTIAL DEVELOPMENT ACROSS THE PRECINCT, INCLUDING SHOP TOP HOUSING, APARTMENTS, TOWNHOUSES, STUDENT ACCOMMODATION, HOTEL/SERVICED APARTMENT ACCOMMODATION AND SOHO (SMALL OFFICE/HOME OFFICE) DEVELOPMENT.	T3.1A Investigate use of developer incentives to increase housing density and diversity. For example, car parking dispensations, affordable housing etc.		Planning + Policy	State Government, Council, Institutions and Investors
	T3.1B Establish a strategic alliance with Federation University, ACU and Notre Dame to explore potential student accommodation delivery in Bakery Hill.		Partnerships + Advocacy	Institutions, Council and Investors
	T3.1C Advocate to the State Government to assist in funding non-market housing or education uses.		Partnerships + Advocacy	State Government
	T3.1D Work with landlords and tenants to undertake an 'audit' of existing floorspace and identify works required to make spaces available for housing.		Partnerships + Advocacy	Council and Landowners
T3.2 ENSURE THERE IS HOUSING TO MEET DIVERSE NEEDS – AFFORDABLE HOUSING, ADAPTABLE HOUSING, AND DIVERSE TENURE OPTIONS.	T3.2A Prepare an Affordable Housing Strategy for the Bakery Hill Precinct – to achieve a target of 5% affordable housing across new dwellings.		Planning + Policy	Council, Investors and Landowners
	T3.2B Work with Housing Associations (providers of affordable and adaptable housing) to operate within Bakery Hill.		Planning + Policy	Affordable Housing Providers
T3.3 DESIGN AND FACILITATE BUILDINGS AND SPACES THAT CAN ADAPT TO FUTURE TECHNOLOGY AND CHANGES; AND ENSURE THAT THESE PLACES ARE SAFE AT ALL TIMES OF THE DAY FOR ALL PEOPLE WHO VISIT THE PRECINCT.	T3.3A Obtain architectural advice and undertake a pilot project to design an example adaptive reuse of an existing building – specifically addressing issues of fire and access.		Physical works	Council & Investors
	T3.3B Encourage inter disciplinary input and coordination (e.g. between researchers, referral authorities, reference planners and urban designers, architects and interior designers, engineers and developers) in the design process of key projects identified in the Plan.		Partnerships + Advocacy	Council, Investors, Landowners, State Government, Consultants and Researchers
	T3.3C Investigate local and international examples of adaptive reuse of buildings and spaces (e.g. heritage buildings and car parking spaces).		Research	Council

T4

Bakery Hill will be positioned as a leader in *climate change adaptability and resilience*.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNERS AND CONTRIBUTORS
T4.1 DEMONSTRATE ENVIRONMENTAL SUSTAINABILITY LEADERSHIP IN ALL PUBLIC AND PRIVATE INVESTMENT- BAKERY HILL TO BE A ZERO NET EMISSIONS PRECINCT.	T4.1A Use the One Planet Living framework and apply relevant controls into the planning scheme.		Planning + Policy	Council Investors Landowners
	T4.1B Adopt best practice green building standards in all new development.		Planning + Policy	Investors Landowners
	T4.1C Undertake a dedicated street tree planting program to achieve 40% canopy cover across the Precinct.		Physical works	Council State Government
T4.2 IDENTIFY AND SUPPORT ENVIRONMENTAL CHAMPIONS IN THE COMMUNITY.	T4.2A Establish a Bakery Hill Environmental Champion fund to provide small grants to community projects that demonstrate environmental leadership.		Partnerships + Advocacy	Council



A COMMUNITY CONNECTED TO PEOPLE, PLACE AND LOCAL DESTINATIONS.



C1 The urban structure will be *simplified* around Bridge Street; starting with the movement network.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
C1.1 REDESIGN BRIDGE STREET TO BE FULLY ACCESSIBLE TO ALL USERS – PEDESTRIANS, CYCLISTS, PUBLIC TRANSPORT AND MOTOR VEHICLES	C1.1A Invest in progressive upgrades that will make Bridge Street accessible to all users.		Physical works	Council, Investors and State Government
	C1.1B Prepare a streetscape design upgrade for the Bridge Street Mall which provides opportunity for vehicle access.		Physical works	Council, Investors and State Government
	C1.1C Investigate the opportunities to simplify the vehicle movement network, to redesign critical intersections (particularly at Peel Street, Grenville Street intersections with Bridge Mall and at the roundabout at Humffray Street). And to convert redundant road space into green space.		Physical works	Council, Investors and State Government
C1.2 PROVIDE BETTER PHYSICAL AND COMMERCIAL LINKAGES BETWEEN BRIDGE STREET AND MAIN ROAD.	C1.2A Prepare a traffic audit and analysis to ensure there is efficient and safe movement of traffic throughout the precinct.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C1.2B Prepare streetscape design upgrades for Little Bridge Street, Curtis Street and Eastwood Street.		Physical works	Council and State Government
C1.3 TAKE A STRATEGIC AND HOLISTIC APPROACH TO CAR PARKING ACROSS THE PRECINCT TO ATTRACT VISITORS WITHOUT COMPROMISING AMENITY AND SUSTAINABILITY OBJECTIVES.	C1.3A Provide for convenience parking in Bridge Street, as part of the Bridge Mall Opening Project		Physical works	Council and State Government
	C1.3B Investigate opportunities to reduce car parking over time as public transport and higher densities occur, including applying Car Parking Overlays or other provisions in the Ballarat Planning Scheme		Physical works	Council and State Government

C2 Destinations within Bakery Hill and beyond will be connected by safe and attractive *pedestrian and cycle routes*.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS	
C2.1 DELIVER AN INTEGRATED NETWORK OF DEDICATED BICYCLE AND PEDESTRIAN PATHS AND/OR LANES THAT ARE SAFE AND DIRECT	C2.1A	Develop a Pedestrian and Cycle Priority List to design and prioritise upgrade works.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C2.1B	Deliver enhanced cycling facilities, including bike racks within Bridge Street.		Physical works	Council
	C2.1C	Identify and design upgrades and new intersections required to complement the pedestrian and cycle paths.	Ballarat Integrated Transport Plan	Physical works	Council

C3 *Public transport* will be a convenient and safe option for getting to and from Bakery Hill.

C3.1 PUBLIC TRANSPORT WILL BE AN CONVENIENT AND SAFE OPTION FOR GETTING TO AND FROM BAKERY HILL.	C3.1A	Prepare a Master Plan for the south side of the railway line as a way to integrate and support future development along Mair Street, and to enhance safe and convenient connections to the Precinct from the Railway Station.	Ballarat Integrated Transport Plan	Physical works	Council and Investors
	3.1B	Advocate to State Government to fully or partially fund public transport, including the potential to introduce a tram or other high frequency public transport from Lake Wendouree, along Sturt Street, through the Bridge Mall and towards Sovereign Hill.		Physical works	Council and Investors
	C3.1C	Investigate short-term opportunities to establish public transport links in accordance with C3.1B above through preparation of a business case or other cost benefit analysis.		Physical works	Council
	C3.1D	Prepare an integrated Wayfinding Strategy for connections between key destinations, including the Ballarat Railway Station.			
C3.2 UPGRADE, AND POTENTIALLY RELOCATE THE BUS STOP IN LITTLE BRIDGE STREET TO ENSURE IT IS CONVENIENT AND SAFE.	C3.2A	Work with Public Transport Victoria to upgrade the appearance and function of the Little Bridge Street bus stop in the short term.	Ballarat Integrated Transport Plan	Physical works	Council and State Government
	C3.2B	Investigate opportunities to relocate the Little Bridge Street bus stop to a more convenient location in the longer term.		Partnerships + Advocacy Physical works	Council and State Government

C4 The Bakery Hill community will be engaged and connected to each other by *services and infrastructure*.

C4.1 PROVIDE COMMUNITY SERVICES AND INFRASTRUCTURE THAT WILL MEET THE NEEDS OF THE FUTURE RESIDENTIAL COMMUNITY.	C4.1A	Undertake a Community Needs Analysis to understand and plan for provision of services and community infrastructure, including an accessibility audit.		Planning + Policy	Council
	C4.2A	Provide free public Wi-Fi within key streets.		Physical works	State Government



A PLACE WITH A DISTINCT IDENTITY AND STORY TO TELL



D1 The story of Bakery Hill and its *distinct identity* will be told through the historic and contemporary built form and public realm.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D1.1 PROTECT AND ENHANCE HERITAGE PLACES AND BUILDINGS, PARTICULARLY IN AREAS IDENTIFIED IN FIGURE 10, TO ENCOURAGE ACTIVE REUSE AND SENSITIVE INTEGRATION WITH HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN.	D1.1A Implement a shop front improvement plan that targets: <ul style="list-style-type: none"> ☆ Restoration of heritage facades and verandahs ☆ Improvement of signage – clutter and consistency ☆ Rear facades of buildings that could potentially be reactivated as active frontages. 	Ballarat Heritage Plan	Physical works	Council, State Government. Landowners and Investors
	D1.1B Provide heritage and architectural advice to property owners who are pursuing redevelopment or building improvements and investigate incentives (Grants programs)			
D1.2 FACILITATE HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN, THAT COMPLEMENTS THE EXISTING HERITAGE AND STORY OF BAKERY HILL.	D1.2A Prepare Bakery Hill Urban Design Guidelines, which provide guidance to development proponents about preferred architectural design approaches.	Ballarat Heritage Plan	Planning + Policy	Council and State Government
D1.3 USE CREATIVE LIGHTING TECHNIQUES TO CREATE A DISTINCT SENSE OF PLACE, AND PROVIDE A SAFE AND COMFORTABLE ENVIRONMENT AT NIGHT.	D1.3A Prepare a lighting audit and include a creative lighting scheme across the precinct		Physical works	Council, State Government, Investors and Building owners



The heart of Bakery Hill will be its *linked green spaces* – its comfortable tree-lined streets, its inviting parks and its identifiable landmark sites.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D2.1 REPRESENT THE PATH OF THE YARROWEE RIVER IN THE FORM OF A MULTI-PURPOSE OPEN SPACE NODE, THAT LINKS WITH OTHER GREEN SPACES.	D2.1A Work collaboratively with surrounding landowners and business owners to prepare a staged redevelopment of the car park site, to provide new green open space and better links along the Yarrowee River corridor.	Ballarat Open Space Strategy,	Physical works	Council, State Government, Landowners and Investors
	D2.1B Prepare a Landscape Master Plan for the Yarrowee parkland in a manner that reflects the distinct character, cultural, natural and historic values of Bakery Hill.			Physical works
D2.2 UPGRADE THE LANDSCAPE CHARACTER AND QUALITY OF KEY STREETS TO PROVIDE A GREEN, TREE-LINED FEEL THAT IS ATTRACTIVE, ENHANCES THE COMFORT OF PEDESTRIANS AND CYCLISTS, AND REINFORCES THE IDENTITY OF BAKERY HILL.	D2.2A Prepare a Streetscape Master Plan for key streets that includes a palette of street furniture, treatments and planting that reflect the distinct character and needs of the Bakery Hill community.		Physical works	Council, State Government, Landowners and Investors
	D2.2B Work collaboratively with Victoria Police during design phases of public spaces to ensure spaces are designed for safety and to avoid anti-social behaviour.	Community Safety Strategic Statement	Physical works	Council, State Government, Landowners, Investors and Business Owners
	D2.2C Provide public lighting and security systems for public spaces within the Precinct.			Physical works
D2.3 ENHANCE LANDMARK SITES (REFER TO FIGURE 10) AS INVITING ENTRANCES TO BAKERY HILL – EACH WITH ITS OWN ROLE AND STORY.	D2.3A Collaborate with the community on upgrades and redevelopment of the Victoria Street landmark site		Physical works	Everyone



A PLACE WITH A DISTINCT IDENTITY AND STORY TO TELL



D3 The rich *Aboriginal and post-contact heritage* of Bakery Hill will be celebrated as a key part of Bakery Hill’s identity.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNER AND CONTRIBUTORS
D3.2 FACILITATE HIGH-QUALITY ARCHITECTURE AND PUBLIC REALM DESIGN, THAT COMPLEMENTS THE EXISTING HERITAGE AND STORY OF BAKERY HILL.	D3.1 RECOGNISE THE YARROWEE RIVER'S IMPORTANT ROLE IN WADAWURRUNG PEOPLE'S HISTORY AND STORYTELLING.	D3.1A Collaborate with the Wadawurrung people in designing the open space Master Plan for the new Yarrowee Park.	Innovate Reconciliation Action Plan	Physical works Council, State Government, Wadawurrung and Everyone
	D3.2A Engage with Creative Victoria and Ballarat Evolve to explore opportunities to establish art spaces and initiatives within Bakery Hill.	D3.2B Establish an Interpretation Framework for Bakery Hill that draws out its key stories, opportunities to interpret them in the public realm and for businesses to link in to.	Public Art Policy, Ballarat Creative City Strategy, Ballarat Evolve	Economic Development Council, State Government, Business owners and Landowners
	D3.2C Use digital technologies such as virtual reality to tell the rich history of Bakery Hill.			Council, State Government and Everyone

D4

A new narrative for Bakery Hill will emphasise its role as a thriving *destination for locals and tourists* at the gateway to Ballarat Central.

INITIATIVES	ACTIONS	PROJECT LINKAGES	ACTION TYPE	ACTION OWNERS AND CONTRIBUTORS	
D4.1 DEVELOP A NEW BRAND IDENTITY FOR BAKERY HILL BUILDING ON ITS STORY – CAPTURING THE OLD (HERITAGE) AND THE NEW (A THRIVING COMMUNITY). THE BRAND IDENTITY WILL BE USED AS A COMMON THREAD THROUGH ALL MARKETING, COMMUNICATIONS AND PHYSICAL STREETSCAPE WORKS (E.G. PUBLIC FURNITURE, SIGNAGE, WAYFINDING ETC).	D4.1A Work collaboratively with the community to create a brand identity for the precinct.		Economic Development	Council, State Government and Everyone	
	D4.2 ESTABLISH BRIDGE STREET AND THE YARROWEE PARK IN BAKERY HILL AS KEY LOCATIONS FOR EVENTS, FESTIVALS, ART INSTALLATIONS AND STREET PERFORMANCES WITHIN BALLARAT.	D4.2A Develop and implement an initial calendar of marketing and community events in association with traders and community groups.		Economic Development	Council, State Government, and Business owners.
	D4.2B Establish a Bakery Hill Community Festival fund that can be used to offer grants and subsidies to community-led events.		Ballarat Event Strategy	Economic Development	Council, State Government and Business owners
	D4.2C Ensure that Bridge Street is designed as an adaptable space that can be closed for festivals and other community events.		Physical works	Business owners and Everyone	
D4.3 PUT BAKERY HILL ON THE TOURISM MAP - PROVIDE ASSOCIATED TOURISM FACILITIES AND PROMOTIONAL SUPPORT THAT BUILDS ON BAKERY HILL'S HERITAGE.	D4.3A Establish a strategic alliance with Sovereign Hill to explore opportunities for Bakery Hill to form part of a great 'heritage trail'.		Economic Development	Council and State Government	
	D4.3B Explore the possibility of a satellite visitor's centre within Bakery Hill.		Physical works	Council	
	D4.3C Encourage traditional industries and trades to locate in Bakery Hill.			Economic Development	Council, State Government and Investors

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With Thanks to

Mesh Planning
Capire
Geoffrey Falk
Conceptus Property
i2c Architects
TTM Group
Essential Economics
Navire
SGS Planning and Economics

Acknowledgement of Ballarat's First Peoples

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



10.2. ANNUAL REPORT

Division: Innovation and Organisational Improvement
Director: Cameron Cahill
Author/Position: Cameron Cahill – Director Innovation and Organisational Improvement

OFFICER RECOMMENDATION

Council resolves to:

1. Note that it considered the City of Ballarat Annual Report 2018/19 in accordance with section 134 (1) of the *Local Government Act 1989*.
2. Acknowledge the achievements of the organisation during this reporting period and its achievements against the 2017–21 Council Plan.

EXECUTIVE SUMMARY

The purpose of this report is to have Council consider the City of Ballarat Annual Report 2018/19 (**Annual Report**) in accordance with its obligations under section 134 of the *Local Government Act 1989*.

Council is required to consider the report in line with the timelines provided for in the *Local Government (Planning and Reporting) Regulations 2014* (the **Regulations**) and after Council has sent the Annual Report to the Minister.

The Annual Report was delivered to the Minister for Local Government by 30 September 2019 and Council was required to advertise a public notice to advise the community that the Annual Report would be considered at this Council Meeting.

A list of locations where the Annual Report could be obtained or viewed prior to the Council meeting was included and the document itself can be viewed at:
<https://www.ballarat.vic.gov.au/city/about-us/annual-report>

The Annual Report is the final step in the statutory annual reporting process.

RATIONALE

The Annual Report documents Council's performance and signifies the first year of progress and work against the 2017–21 Council Plan.

The Annual Report is required to comply with the *Local Government Act 1989* and the regulations which state that the Annual Report must contain a report of operations, performance statement and financial statements (audited).

The report also provides a focus on Council's activities, highlights and challenges in our performance.

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- *Local Government Act 1989*
- *Local Government (Planning and Reporting) Regulations 2014*
- *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	Yes	Yes
Economic	Yes	No
Financial/Resources	Yes	Yes
Risk Management	Yes	Yes
Implementation and Marketing	Yes	No
Evaluation and Review	Yes	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 Annual Report identifies Council's achievements and issues faced in overall performance for the financial year 2018/19, providing accountability to the community. The Annual Report becomes a historical record for future generations' reference, capturing the major achievements, issues and decisions made throughout the past financial year. The Annual Report is provided to the State Library for reference and archival purposes.

Environmental/Sustainability – The City of Ballarat has published the Annual Report online as a full version. Only minimal copies of the Annual Report have been produced in hard copy to satisfy the requirements of the *Local Government Act 1989*.

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

The Annual Report includes Council's financial statements which contain details of Council's financial performance for the financial year ending 30 June 2019. Included also is the signed Victorian Auditor-General's Officer's Report.

There are no financial implications arising from the recommendations of this report

Risk Management – There are implications with regards to Council's compliance with the *Local Government (Planning and Reporting) Regulations 2014* if the report is not considered within the timelines stipulated.

CONSULTATION

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

A public notice regarding the Council meeting to consider the Annual Report was published on Thursday 3 October 2019.

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. Annual Report 18 19 [10.2.1 - 120 pages]



CITY OF
BALLARAT



**ANNUAL
REPORT**
2018/19



ABOUT THIS ANNUAL REPORT

The City of Ballarat has prepared this Annual Report in accordance with the requirements and guidelines of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.

This report provides an account of the City of Ballarat's performance in the 2018/19 financial year against the Council Plan (the framework within which we deliver the everyday services, programs and projects for our community) and our annual budget. It is designed to keep residents, businesses, employees, stakeholders and other Victorian and Australian Government agencies up-to-date on our performance and our future direction.

This document includes the following in accordance with statutory requirements:

- Report of Operations: this includes highlights of the year, details about the City of Ballarat's governance, management and operations, and a report on our performance against the Council Plan and the Budget in 2018/19 financial year.
- Financial Statements.
- Performance Statement.

How to get your copy and give feedback

Electronic copies are available on our website and hard copies are available on request from City of Ballarat offices. We welcome your feedback on this document. Details on how to contact us can be found on the back cover.

OUR MISSION

Working together we create a better future for our city.

What this means

Working together – We are a conduit and are acting collaboratively to build strong relationships and alliances with those who support our beliefs.

Create – We bring into existence, generate, produce, initiate, develop and shape our city. **Better** – We are continually improving and becoming more desirable.

We are smart, one step ahead and exceeding as a city. **Future** – We achieve our vision with a long-term perspective. **City** – Our place, our community and our people.

OUR PURPOSE

We believe in making Ballarat a better place for all.

What this means

Believe – Our fundamental cause, our reason for being and what matters most. **Making** – We are actively involved; in turn creating a positive and lasting difference for our city. **Ballarat** – Our city, our villages, our townships, our community and our people. **Better** – We are continually improving and becoming more desirable. We are smart, one step ahead and exceeding as a regional city. **Place** – We are proud of our city's beauty, identity, lifestyle and the fact it is a preferred regional destination.

For all – We are inclusive of everyone who lives, works, invests, studies and visits our city.

Front cover image: Ballarat artist Deanne Gilson at Murrup Laar, the public artwork she created which was inspired by the lived experience of her ancestors. Unveiled in March 2019, it is the first installation at the North Gardens Indigenous Sculpture Park. The project strongly aligns with the City of Ballarat Creative City Strategy, which was adopted by Council in May 2019 to assist in the incubation, establishment and sustainability of Ballarat's creative individuals and sectors.



We are pleased to present this Annual Report to our community. The 2018/19 Annual Report is the primary means of advising our community about the City of Ballarat’s operations and performance in the past financial year.

The City of Ballarat respectfully acknowledges the Wadawurrung and Dja Dja Wurrung people as the traditional custodians of the land on which we live and work.

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OVERVIEW



BALLARAT A SNAPSHOT

City of Ballarat

City of Ballarat's population in 2018 was 107,325 (source: ABS 2018). This has grown by 1,997 new residents since the 2017 estimate of 105,422 residents. This represents continued strong population growth for Ballarat with a 1.8 per cent annual growth rate. This is equal to the 1.8 per cent average annual growth that Ballarat experienced over the past ten years. Population growth remains a key economic driver for our city.

Ballarat or Ballaarat

(Historical Spelling)

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



Municipality

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth and Cardigan Village. It is part of an area of land under the traditional custodianship of the Waddawurrung and Dja Dja Wurrung people and is bound by the surrounding municipalities of Hepburn Shire (to the north), Moorabool Shire (to the east), Pyrenees Shire (to the west) and Golden Plains Shire (to the south).

Locations within the Municipality of the City of Ballarat

Addington, Alfredton, Ascot, Bakery Hill, Bald Hills, Ballarat Central, Ballarat East, Ballarat North, Black Hill, Blowhard, Bo Peep, Bonshaw, Brown Hill, Buninyong, Bunkers Hill, Burrumbeet, Canadian, Cardigan, Cardigan Village, Chapel Flat, Coghills Creek, Creswick, Delacombe, Durham Lead, Ercildoune, Eureka, Glen Park, Glendaruel, Glendonald, Golden Point, Gong Gong, Invermay, Invermay Park, Lake Gardens, Lake Wendouree, Learmonth, Lucas, Magpie, Miners Rest, Mitchell Park, Mount Bolton, Mount Clear, Mount Helen, Mount Pleasant, Mount Rowan, Nerrina, Newington, Redan, Scotchman's Lead, Scotsburn, Sebastopol, Smythes Creek, Soldiers Hill, Sulky, Tourello, Warrenheip, Wattle Flat, Weatherboard, Wendouree, Windermere and Winter Valley.

FAST FACTS 2018/19



58,698
people attended
**Ballarat Begonia
Festival**

16,885
attended
**Ballarat Heritage
Weekend**

12,000
people attended
Harmony Fest

6,600
people attended three
Summer Sundays
events at
Ballarat Botanical Gardens

185,472 visitors
to Art Gallery
of Ballarat

6,500
people registered
for **Active April**
in Ballarat

1,610

children placed into
kindergartens via City
of Ballarat's central
enrolment program



80,000
Meals on Wheels
delivered to
eligible residents



130,000
enquiries handled by the
City of Ballarat Customer
Service team

3,386

older residents participated
in a diverse suite of
Active Ageing programs



12,647
**Maternal and Child
Health consultations**



26,400
visits to the
**City of Ballarat
mySay site**

99
nominations for
**City of Ballarat
Youth Awards**

\$1.8M
invested in
13 community facility
upgrades through our
**Social Infrastructure
program**



More than 600 older
persons participated in
25,022 hours
of the
**Social Connections
program**



A MESSAGE FROM THE MAYOR

On behalf of my fellow Councillors, I am proud to present this Annual Report for 2018/19. Among many highlights, the past year has seen the resolution of several long-term, complex projects, some of which have been on the Council's agenda for more than a decade.

Highlights

- The delivery of several highly significant community infrastructure projects across Ballarat, all of which help meet the considerable demand for these facilities today and position us for the significant growth to come.
- Following an extensive refurbishment project, the Civic Hall was reopened in March 2019, returning a Ballarat institution to the community once again.
- Restoration works at our magnificent Her Majesty's Theatre were nearing completion in mid-2019, in time for a reopening in the second half of this year. The works will help ensure the historic theatre will be enjoyed for generations to come.
- Similarly, at the end of June construction of the amazing Ballarat Sports Events Centre (BSEC) was drawing to a close. The centre's six new courts will provide vital extra capacity for community indoor sport, while the 3000-seat show court and new change facilities will establish it as the home of the region's elite indoor sports teams and major indoor sports events in our city.
- Better yet, our extensive program

of lobbying and advocacy work attracted funding for further works for both BSEC and Her Majesty's.

- The Sebastopol Library and Community Hub, opened in December 2018, is a transformational facility for residents in our southern suburbs. The co-location of maternal and child health rooms, refurbished library and new technology room provides a facility that will serve Sebastopol and portions of our key growth areas for decades to come.
- Ballarat's saleyards transitioned to the new Miners Rest facility, with consultation and background research commencing on the future of the former site as part of the Latrobe Street Saleyards Precinct Urban Renewal project.
- The adoption of the Smarter Parking Plan has given us a way forward to manage existing and future pressures around CBD parking, balancing the needs of residents, visitors, shoppers and workers.

Challenges

- Resolving challenges around recycling and waste remains a key focus for Ballarat. Subsequent to the 2018/19 financial year, Council resolved to defer further decisions on a Waste to Energy project for

Ballarat until the release of the Victorian Government's Circular Economy Policy and Action Plan, expected in late 2019.

- Another challenge is finding a funding solution for an extended runway at Ballarat Airport to deliver an airport facility to service and connect the broader region

Next steps

- We will continue to lobby for funding for an all waste interchange to deliver this integral component of an overall waste solution for Ballarat, and for funding for a Ballarat Airport upgrade. We will also finalise and begin to implement the Bakery Hill and Bridge Mall Precinct Urban Renewal Plan.

On behalf of Council, I would like to thank the CEO, Executive Leadership Team, staff and volunteers of the City of Ballarat for their role in continually delivering services and key projects for our city.

My thanks also to my fellow Councillors for their hard work and commitment to serving our community.

**Mayor of Ballarat,
Cr Samantha McIntosh**



A MESSAGE FROM THE CEO

This report details the City of Ballarat’s achievements against the vision and objectives in the Council Plan 2017/2021. During 2018/19 we continued to deliver on projects, strategies and services to build a bigger, better, and bolder Ballarat.

Highlights

- Significant advances were made on key infrastructure projects across the city. In 2018/19 City of Ballarat delivered the Sebastopol Library Community Hub and Civic Hall stage one redevelopment, with large scale projects at Her Majesty’s Theatre, Girrabanya Integrated Children’s Centre and Ballarat Sports Events Centre all nearing completion at 30 June.
- Advocacy and lobbying were a key focus area ahead of both state and federal elections. The Ballarat: Now and Into the Future campaign, launched with key Ballarat organisations, highlighted six game changing projects for the city’s future. Our advocacy efforts proved successful, with state election promises from Government and Opposition estimated at \$234 million, with the returned Government committed to \$170.3 million for Ballarat initiatives.
- Our status as Victoria’s leading regional centre for events was further enhanced with the announcement Ballarat would host the Spilt Milk music festival in November 2019 at Victoria Park. This exciting festival adds to a vibrant, diverse and expanding Ballarat events calendar.
- The adoption of both the Creative City Strategy and Creative Precinct Master Plan, informed by significant

consultation with our creative sector, provided a framework for the future growth of Ballarat’s thriving creative economy.

- The launch of our Gender Equity Action Plan was a significant step forward for the City of Ballarat, not only for our staff but also the leadership role our organisation plays in the community in addressing issues such as barriers to leadership, gender pay gaps and everyday sexism.
- Our new City of Ballarat website was launched, with a focus on an improved user experience on mobile and tablet. Live broadcasting of Council meetings commenced in May 2019, allowing residents to see Council meetings and refer to archived recordings of previous meetings via our website.

Challenges

- The recycling crisis and the need to find long term solutions for waste management are ongoing challenges for all Victorian municipalities, including Ballarat.
- A key challenge is continuing to actively shape the future of our city in light of ongoing population growth, ensuring services and infrastructure remain ahead of future growth, and the qualities that make Ballarat unique are maintained and enhanced.

Next steps

- Having secured \$4.5 million Rural Councils Transformation program funding, the City of Ballarat will continue to develop a shared services model with neighbouring Central Highlands councils to deliver better and more affordable services for 230,000 residents living in these areas.
- Following the resumption of in-house delivery of tourism marketing services, we will continue the development of the Ballarat is Open strategy as a new platform to not only build the visitor economy, but to capture and promote the full range of activities and benefits of living, working, investing in and visiting Ballarat.

My thanks to City of Ballarat staff and our highly valued volunteers who continue to deliver the projects and services to support our city throughout the year. My thanks also to our Mayor and Councillors for their support and their dedication to delivering a better, bolder and beautiful Ballarat.

**Chief Executive Officer,
Justine Linley**

PERFORMANCE HIGHLIGHTS

LIVEABILITY

Highlights

- Community engagement and delivery of improvements at 14 local neighbourhood spaces.
- \$1.8 million invested into 13 community facility upgrades as part of the Social Infrastructure program.
- Delivery of a new Social Policy framework including Easy English version.
- Delivery of a new Access and Inclusion Plan.
- Introduction of Marveloo (a portable adult changing place).
- New hearing augmentation provided at six key venues including Ballarat Town Hall, Ballarat Aquatic and Lifestyle Centre and the Art Gallery of Ballarat.
- Delivery of a revised Community Engagement Framework.
- Creation of new master plan for Doug Dean Reserve, Delacombe.
- Securing Victorian Government funding to support expansion of the

Wendouree Children's Centre to provide purpose-built Maternal and Child Health facilities.

- Extension of (MCH) Nurse roles in ChildFIRST, Children's Services, supported playgroup and open MCH clinics.
- Successful grant to partner with Hepburn and Pyrenees shires to offer 12 month graduate MCH and student MCH clinical support program.
- Completion of immunisation service review resulting in consolidation of the childhood vaccination program.
- Parent Place services expanded through local community partnerships including legal and family violence support.
- Social Connections program delivered an additional 12 new activities for older residents equating to an increase of 11,382 hours of programs.
- The Delivered Meals program successfully worked through an emergency without any disruption to

the service received by residents.

- Active Ageing received an additional \$164,000 under the Home Modification program to assist with minor safety modifications to older persons' homes, such as ramps.

Challenges

- Establishing a universal customer experience process to effectively close the loop with customers.
- Planning for the roll out of universal access to funded three-year-old kindergarten.
- The emergency issue for the Delivered Meals program which was outside our control.

Next steps

- Roll out the Engaging Communities program at Ballarat East, Ballarat North and Delacombe.
- Completion of upgrade works at Girrabanya Integrated Children's Centre to incorporate the Occasional Care program.



PROSPERITY

Highlights

- Significant progress on the Ballarat Sports Events Centre.
- Her Majesty's Theatre refurbishment on track and on budget.
- Telling the Eureka story implementation and upgrades to the facility.
- Launch of the Creative City Strategy.
- Significant re-hang of the collection at the Art Gallery of Ballarat.
- Commencement of Bakery Hill and Bridge Mall Precinct Urban Renewal Plan and commitment of \$15 million towards the precinct's redevelopment.
- Commencement of the Latrobe Street Saleyards Precinct Urban Renewal Plan.
- Hosted PauseFest outreach, including keynote speaking event with Cecilia Ambrose, Head of Creative at Amazon Advertising U.S.
- Facilitation of Start Up Ballarat, a program to unearth unique ideas and concepts in the Ballarat community.
- Creation of the City Design Studio.
- Commencement of Design Led City program, to lift the design quality of Ballarat's urban areas.
- Approval of the Ballarat Heritage Plan Our People, Culture & Place: A plan to sustain Ballarat's heritage 2017–2030.
- Adoption of the Ballarat East Local Area Plan.
- Adoption of Burrumbeet and Cardigan Village Township Plans.
- Completion and adoption of the Ballarat Planning Scheme Review.
- Commenced Better Flood Planning for Ballarat project.
- Commenced Buninyong Township Plan and Brown Hill Local Area Plan.
- Commenced Dowling Forest Precinct Planning Controls Review.
- Received Victorian Planning Authority funding for Bakery Hill/Bridge Mall, Latrobe Street Saleyards and Growth Options Investigation projects.
- Commenced Planning Policy Framework amendment.
- Commenced Urban Skyline and Views Study
- Urban Forest Action Plan adopted by Council.
- Spilt Milk announced.
- Successfully delivered events including the Begonia Festival and Ballarat Heritage Weekend.
- Establishment of the Project Management Office.
- Civic Hall stage one refurbishment project successfully delivered, now providing an inviting space for audiences, performers, stall holders and exhibitors with one of the largest flat floor auditoriums in regional Victoria.
- Match Victoria in Gross Regional Product in 2018. Both the state and the city recorded an impressive 3.7 per cent.
- Job numbers have continued to grow with over 10,000 jobs created in the last 10 years.
- Ballarat West Employment Zone, continues to exceed expectations with approximately 85 per cent of land in stages 1a and 1b sold or under offer.
- Commenced engagement on the Ballarat Integrated Transport Plan.
- Securing more funding for Her Majesty's Theatre.
- Funding for Ballarat West Employment Zone Freight Hub.
- Access a city deal or regional deal for Ballarat.
- Long term planning for Ballarat at a population growth rate greater than two per cent while maintaining Ballarat's character.
- Improving heritage policy and planning controls.

Next steps

- Review of the Ballarat Strategy and character controls across the city.
- Finalisation and implementation of Bakery Hill and Bridge Mall Precinct and Latrobe Street Saleyards Precinct Urban Renewal plans and Wendouree Station Precinct Master Plan.
- Adoption of the Long Term Growth Areas Investigation Report and commencement of a planning scheme amendment.
- Completion of planning scheme amendments for Better Flood Planning for Ballarat, the Planning Policy Framework and Dowling Forest Precinct Planning Controls Review.
- Integrating \$461.6 million investment in Ballarat Base Hospital with the Ballarat Health, Knowledge and City Living Precinct Master Plan.
- Secure funding to support major investment.
- Work to secure further government decentralisation.
- Successful transition of visitor services to within City of Ballarat operations and preparation and implementation of the Ballarat is Open Strategy.
- Delivery of a strategic plan for the Art Gallery of Ballarat.
- Planning and delivery of major projects including the next stage of Civic Hall, Her Majesty's Theatre, Lake Wendouree and Victoria Park lighting and fitness equipment and the Spotlight on Sebastopol project.

Challenges

- Lifting the quality of design across the city.
- Resourcing the Urban Forest Action Plan.
- Ballarat lags on innovation index.
- The Waste to Energy facility project for Ballarat has been impacted by a lack of Victorian Government policy direction. The project is currently suspended until the Victorian Government releases its Circular Economy Policy and Action Plan.

SUSTAINABILITY

Highlights

- Completion of the Gatekeepers Cottage reinstatement at Ballarat Botanical Gardens.
- Successful delivery of Heinz Lane and Slatey Creek Road construction.
- Management of an interim local solution for the recycling crisis.
- Adoption of the Smarter Parking Plan for the Ballarat central business district.
- Continued the accelerated delivery of infrastructure to support the Ballarat West Growth Area.
- Adoption of the Carbon Neutrality and 100 Per Cent Renewables Action Plan.
- The attraction of Country Roads program funding for Kennedy's Road and Gillies Road roundabout and Gillies Road upgrade.
- In partnership with the Arch of Victory/Avenue of Honour committee, the restoration of the Memorial Cairn at Weatherboard, the final step in an eight-year restoration program for the Avenue.
- Modernisation of the Road Management Plan to better align it with standards at similar sized municipalities.
- Achievement of funding support for flood mitigation works at Charlesworth Street, Ballarat East.
- Adoption of the Urban Forest Action Plan and the establishment of a 10-year tree planting program to achieve a 40 per cent tree canopy for Ballarat.
- Making a commitment to convert City of Ballarat street lights to new LED technology over three years.
- Delivery and official opening of the Ballarat Paralympic Sports Avenue at Lake Wendouree.
- Resolved outstanding issues with closed landfills within the municipality.
- Finding a funding solution for a reconnected and extended runway at Ballarat Airport to deliver an airport facility appropriate to service Ballarat.
- Decommissioning of the former Ballarat Saleyards.

Next steps

- Implementing the recommended approach for Domestic Wastewater Management.
- Implementing the Ballarat Cycling Connections program in consultation with Regional Roads Victoria.
- Continuing the implementation of the Carbon Neutrality and 100 Per Cent Renewables Action Plan.
- Delivering the restored Fernery at the Ballarat Botanical Gardens.
- Implementing the major tree planting program towards the goal of a 40 per cent tree canopy for Ballarat.
- Implementing the necessary technology to deliver full benefits of the Smarter Parking Plan initiative.

Challenges

- Delivering a sustainable Animal Shelter solution for the city and the region.
- Finding a sustainable recycling model.
- Attracting funding for the delivery of stage two of Ballarat Link Road.
- Delivery of a replacement Franklin Bridge over the Yarrowee River, Scotchmans Lead in partnership with Golden Plains Shire and the Australian Government.



EVENT HIGHLIGHTS

The City of Ballarat delivered or supported the following major events and community events across the city in 2018/19.

July

- Ballarat Winter Festival
- NAIDOC Week
- AFL – Western Bulldogs vs Port Adelaide Power
- Bull-Doggie-Do
- Art Gallery of Ballarat – Into Light: French masterworks from the *Musee de la Chartreuse*, Douai
- Art Gallery of Ballarat – Bastille Day Ball
- Royal South Street Competitions

August

- Backspace Gallery – Music Heard Visually
- Digital Innovation Festival - Ballarat eSports competition

September

- Japan Speech and Cultural Contest
- Art Gallery of Ballarat – The Australian Boys Choir concert
- Art Gallery of Ballarat – The Song Company: Four, Colour, Season concert
- Art Gallery of Ballarat - Biennale of Australian Art open to 6 November
- Battle of Britain memorial service

October

- Ballarat – Inagawa Sister City agreement 30th anniversary
- NAIDOC Football and Netball Carnival
- Children's Week 2018
- Art Gallery of Ballarat – Seraphim Trio
- Victorian Masters and Para Cycling Championships
- Thai Burma Railway Hellfire Pass Memorial Service

November

- #ChristmasinBallarat launch
- Art Gallery of Ballarat – Artbank Roadshow
- Art Gallery of Ballarat – Locals Rule: Identity exhibition opens
- Remembrance Day memorial service
- Backspace Gallery Tamara Bekier: Gossamer Threads exhibition

December

- WBBL Melbourne Renegades vs Adelaide Strikers
- Eureka Day
- Ballarat Christmas Celebrations
- Art Gallery of Ballarat – Eliza-Jane Gilchrist exhibition opens
- Australian Jazz Convention
- Inter Dominion 2018 Heats
- Backspace Gallery – Weathering the Future exhibition

January

- Federation University Road National Championships
- Summer Sundays
- Australia Day Celebrations
- AFLW Preseason – Western Bulldogs vs Collingwood
- Backspace Gallery – Art Bikes exhibition
- Backspace Gallery – Natural Abstraction exhibition opens
- Australian Ladies Professional Golf (ALPG) Ballarat Icons Pro-Am

February

- Super Rugby Melbourne Rebels v Queensland Reds
- Art Gallery of Ballarat – Next Gen 2019 exhibition opens
- Ballarat Backyard Tasters
- Anniversary of the Federal Apology to the First Nation People
- Art Gallery of Ballarat – Picasso: The Vollard Suite exhibition opens
- Backspace Gallery – The Art Teachers Exhibition

March

- Ballarat Begonia Festival
- Begonia Ball at Civic Hall
- Harmony Fest and Rock the Block Youth Festival (Cultural Diversity Week)
- Intercultural Gala Dinner
- AFL JLT Series – Western Bulldogs vs St Kilda

- Art Gallery of Ballarat – Guirguis New Art Prize 2019 exhibition
- Art Gallery of Ballarat – International Women's Day talk with Kim McConville
- Art Gallery of Ballarat – Symposium: Women artists in China
- Backspace Gallery – Beyond 50% exhibition

April

- ANZAC Day Commemorative Services
- Art Gallery of Ballarat – Nana Ohnesorge: No Picnic at Ngannelong exhibition opens
- Art Gallery of Ballarat – Forum: Sacred sites, sacred meanings
- Art Gallery of Ballarat – Out of the Store: Myths and Legends

May

- Art Gallery of Ballarat – Leonard Joel Valuation Day
- Ballarat Heritage Weekend
- AFL – Western Bulldogs vs Brisbane Lions
- Reconciliation Week
- Launch of the Reconciliation Action Plan 2019–21
- Art Gallery of Ballarat – Becoming Modern: Australian women artists 1920–1950 exhibition opens
- Backspace Gallery – Extempore: Improvisation, serendipity, spontaneity exhibition opens
- Plate Up Ballarat

June

- Refugee Week
- Art Gallery of Ballarat – Tai Snaith: A World of One's Own exhibition opens
- Backspace Gallery – Venus Rising: Four emerging women artists
- Art Gallery of Ballarat – Ballarat Symphony Orchestra: Stars on the Rise concert
- Ballarat Winter Festival



AWARDS

Organisational awards and nominations

- The City of Ballarat's Right to the Night project won a Municipal Association of Victoria Technology Award for Excellence in the category of Smart City Achievement of the Year.
- City of Ballarat Team Leader Regulatory Services Administration and Technical Support Suzie Verdoorn won the Ballarat Foundation 2019 Administrative Professional of the Year Award.
- Ben Cox, Art Gallery of Ballarat won a 2019 Museums Australia Publication Design Award in the exhibition catalogue category for *The Artist as Traveller: the sketch books of Eugene Von Guerard*.
- City of Ballarat Injury Management Advisor Stacey Lehmann won the Return to Work Coordinator Excellence Award at the 2018 WorkSafe Awards.
- Lisa Kendal, Manager Strategic Planning, was named the Planning Institute of Australia's 2019 Female Achiever of the Year.
- Ballarat Aquatic and Lifestyle Centre Team Leader Aquatic Education Leanne White won the Most Outstanding Contribution to AUSTSWIM Award at the 2019 Victorian AUSTSWIM Awards.
- Ballarat Aquatic and Lifestyle Centre Aquatic Education teacher Laura Benney was nominated for the Teacher of Swimming and Water Safety Award at the 2019 Victorian AUSTSWIM Awards.
- City of Ballarat staff Joanna Cuscaden, Alicia Thomas and Amy Boyd were nominated for the LGPro Sally Isaac Memorial Scholarship Award.

- City of Ballarat was a finalist in the Local Government category at the 2019 HART Awards (Helping Achieve Reconciliation Together).
- City of Ballarat Human Resources Administration Officer Allyson Hearnden was a finalist in the Ballarat Foundation 2019 Administrative Professional of the Year Award.
- City of Ballarat a finalist with Winslow Constructors for the Ballarat Link Road project in the 2019 Civil Contractors Federation Earth Awards.
- Ballarat's Creative Precinct Master Plan has been short-listed for the 2019 Australian Urban Design Awards in the category of leadership, advocacy and research – local and neighbourhood scale.

Community awards

- Ballarat Heritage and Design Excellence Awards 2019
- Ballarat Australia Day Awards 2019
- Ballarat Senior of the Year Awards 2018
- Ballarat Youth Awards 2018
- Ballarat Community Safety Awards 2018

The City of Ballarat congratulates all winners, finalists and nominees and thanks everyone who entered these awards. More information about the awards can be found at: ballarat.vic.gov.au



DESCRIPTION OF OPERATIONS

The City of Ballarat is responsible for the delivery of more than 80 services to residents of the municipality, including family and children's services, open space maintenance and delivery, youth services, waste management and community buildings, as well as internal matters including planning for appropriate development and ensuring accountability for Council's budget. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2017–2021, and our budget 2018/19, and are reported on in this document. Refer to the 'Our Performance' section (from page 29) for more information about City of Ballarat services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives set out in the Council Plan is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislation.

Economic factors

- The Victorian Government rate capping policy has limited the amount of revenue the City of Ballarat can raise to fund infrastructure investment and the delivery of community services.
- The rate cap limits the ability for negotiations in the forthcoming Enterprise Bargaining Agreement with staff. The limitations on the City of Ballarat's ability to raise income in turn limits the ability for staff wage growth without impacting service delivery to the community.

- Ballarat's ongoing strong population growth rate has brought the benefit of additional revenue but has also created extra costs for services and infrastructure needed by new residents.

Major changes

- Council resolved to resume the delivery of tourism marketing services in-house. The City of Ballarat began the development of the Ballarat is Open strategy as a new platform for marketing the entire city for visitor economy, business, creative industries and other markets.

Major achievements

The major achievements of the 2018/19 financial year included:

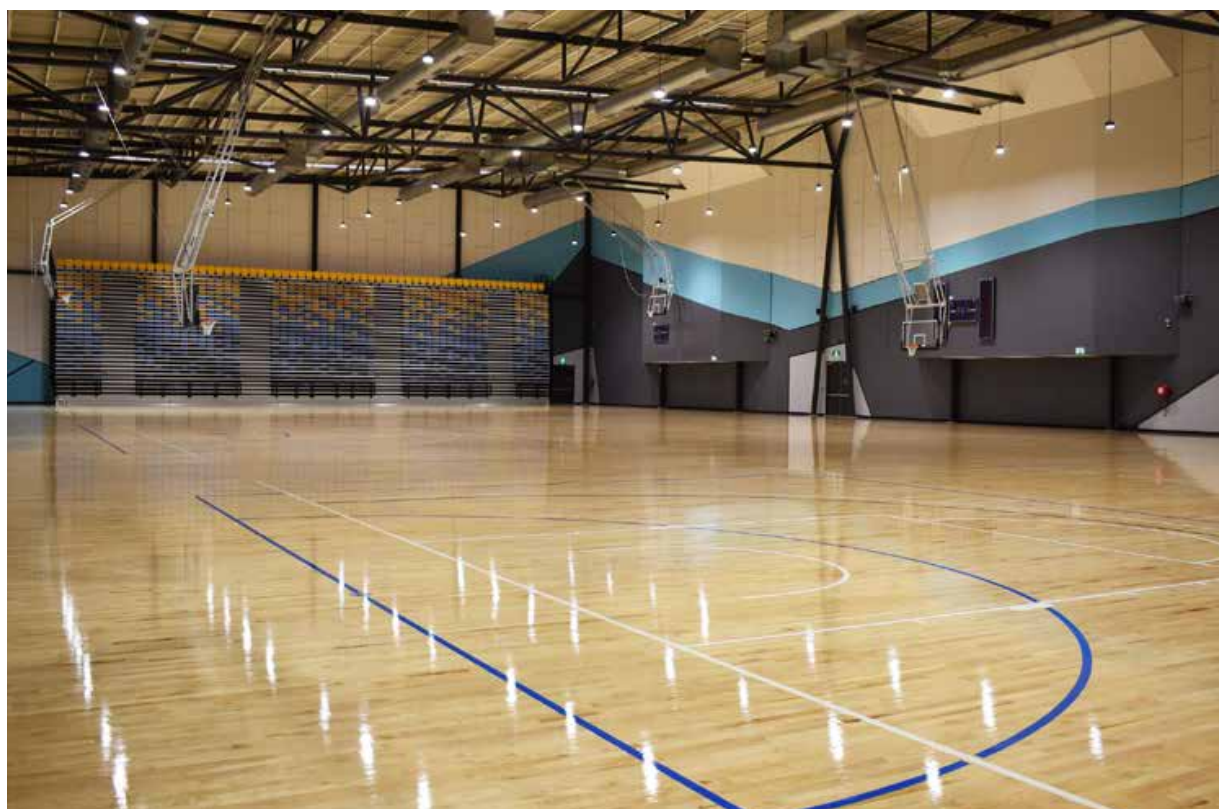
- Completion of significant long-term infrastructure projects, such as the Civic Hall redevelopment stage one and Ballarat Sports Events Centre stage one.
- The adoption of both the Creative City Strategy and Creative Precinct Master Plan, informed by significant consultation with our creative sector, which provides a framework for the future growth of Ballarat's thriving creative economy.
- The adoption of the Carbon Neutrality and 100 Per Cent Renewables Action Plan, which sets out a plan for the City of Ballarat to achieve carbon neutrality by 2025.

OVERVIEW

MAJOR CAPITAL WORKS EXPENDITURE

The City of Ballarat's Major Capital Works program during the 2018/19 financial year included the following:

Ballarat Sports Events Centre (<i>pictured</i>)	Total cost
Construction was completed in July 2019 on the \$24 million Ballarat Sports Events Centre. The Centre will include eight multi-use indoor courts as well as spectator capacity of 3000 on the show court. The project was supported through \$10 million from Australian Government, \$9 million from Victorian Government and \$5 million from the City of Ballarat.	\$24 million
Civic Hall Site	Total cost
Construction was completed on the restoration of the Civic Hall this year, with the facility officially opened in March 2019. The project has seen the Civic Hall returned to its former glory and brought up to current building standards.	\$8 million
Sebastopol Library Community Hub	Total cost
Construction works were completed on this project in 2018 with the new facility opening its doors to the public in January 2019 and officially opened in March 2019. The new facility features a larger library space, maternal and child health consulting rooms, upgraded technology room and a dedicated children's space.	\$3.1 million
Her Majesty's Theatre	Total cost
Restorative works were completed in July 2019. The package of works included the reconstruction of the stage, construction of new dressing rooms under the stage, and replacement of roof trusses, damp renewal works and fire and emergency lighting. The works were supported by a \$2 million grant under the Victorian Government's Living Heritage program.	\$5.5 million
Girabanya Integrated Children's Centre	Total cost
Construction began on the three-stage renovation and expansion of the centre to almost double its capacity. The upgrades, which were funded by Victorian Government, include a new entry and full internal refurbishment and will also allow the City of Ballarat to move its Occasional Child Care service into the same building. The staged upgrade ensured the centre remained open during construction.	\$1.1 million



OUR COUNCIL

COUNCILLORS



CENTRAL WARD

Cr Samantha McIntosh (Mayor)

Elected: December 2008

5320 5685

samanthamcintosh@ballarat.vic.gov.au



SOUTH WARD

Cr Des Hudson

Elected: March 2002

0409 865 093

deshudson@ballarat.vic.gov.au



NORTH WARD

Cr Daniel Moloney

(Deputy Mayor to October 2018)

Elected: October 2016

0418 165 503

danielmoloney@ballarat.vic.gov.au



CENTRAL WARD

Cr Mark Harris

Elected: October 2016

0409 930 928

markharris@ballarat.vic.gov.au



SOUTH WARD

Cr Jim Rinaldi

(Deputy Mayor from October 2018)

Elected: February 2015

0407 325 693

jjrinaldi@ballarat.vic.gov.au



NORTH WARD

Cr Amy Johnson

Elected: October 2012

0417 018 369

amyjohnson@ballarat.vic.gov.au



CENTRAL WARD

Cr Belinda Coates

Elected: October 2012

0417 456 513

belindacoates@ballarat.vic.gov.au



SOUTH WARD

Cr Ben Taylor

Elected: October 2016

0419 507 305

bentaylor@ballarat.vic.gov.au



NORTH WARD

Cr Grant Tillett

Elected: October 2016

0417 256 671

granttillett@ballarat.vic.gov.au

THE ROLE OF LOCAL GOVERNMENT

Local government is one of the three tiers of democratically-elected government in Australia and operates under the *Local Government Act 1989*, which specifies Council powers, duties and functions. The City of Ballarat is one of 79 councils in Victoria. Each municipality varies in size, population, rate base and resources. Councils plan and deliver services to meet the needs of their communities, specifically in the areas of health, planning and building control, business and economic development, waste and environmental management, and human and community services. They are responsible for implementing programs, policies and regulations set by the Victorian and Australian governments, managing community infrastructure and assets, and managing local issues with the power to set their own regulations and by-laws.

City of Ballarat portfolio structure

City of Ballarat’s portfolio structure aligns each Councillor’s strengths and expertise with the goals and major functions of Council as identified in our Council Plan 2017–2021.

PORTFOLIO		
Infrastructure and Environment SUSTAINABILITY	Community Development LIVEABILITY	Development and Planning PROSPERITY
LEADERSHIP - PORTFOLIO TEAM		
<ul style="list-style-type: none"> • Cr Mark Harris • Cr Ben Taylor • Cr Grant Tillet Supported by Organisational Directors	<ul style="list-style-type: none"> • Cr Belinda Coates • Cr Des Hudson • Cr Amy Johnson Supported by Organisational Directors	<ul style="list-style-type: none"> • Cr Samantha McIntosh (Mayor) • Cr Daniel Moloney (Deputy Mayor to October 2018) • Cr Jim Rinaldi (Deputy Mayor from October 2018) Supported by Organisational Directors
STRATEGY - VISION		
Ballarat is a well-planned city that provides accessible, connected and safe urban areas and facilities, supports diverse housing and active transport options, and uses resources sustainably, while adapting to changes in climate.	Ballarat is a safe and well-served city that provides equal access to opportunities for its citizens at all stages of life, has connected communities that participate actively in civic life and offers diverse and accessible recreation, leisure and sporting opportunities that encourage healthy lifestyles.	Ballarat has a prosperous, growing economy that attracts and retains innovative businesses and enterprises which employ a highly-skilled local workforce, attracts new residents and promotes the city’s unique heritage and vibrant cultural life.
DELIVERY - ACTION		
City presentation including greening the city, improved water and waste management, planning for growth, protecting Ballarat’s heritage, pursuing key transport strategies.	Upgraded kindergartens, development of a youth precinct, adoption of a new recreation and aquatics strategy, adoption of a new Early Years’ Plan, establishment of a welcome desk at the community hub at the library, development of a background document for social housing, development of neighbourhood plans.	Ballarat West Employment Zone, strategic arts and heritage framework, destination for tourism and events, major projects, destination for visitation, liveability and investment, economic development, sector development and facilitation.

Managing our business

We will provide responsive and accessible leadership, engagement and advocacy and deliver efficient services with sound financial management and accountable government practices.

GOVERNANCE



Special committees

The *Local Government Act 1989* allows councils to establish special committees with representation by councillors, council staff and community members.

Committee	Councillors	Officers	Others	Purpose
Ballarat Friends of Ainaro Community Special Committee	1	1	6	Auspice, promote and strengthen the relationship between Ballarat and Ainaro.
Community Impact Special Committee	3	1	4	Oversee the disbursement of funds to target community needs and implement the structure and probity around the management of funds City of Ballarat provides to the community in the form of grants.
Contracts Approval Special Committee	3	0	0	Make decisions on City of Ballarat contracts between \$250,000 and \$1 million, thereby expediting the contract approval process.
Her Majesty's Theatre Board Special Committee	3	1	7	Provide strategic direction with regard to Her Majesty's Theatre, provide industry advice on the performing arts, and set priorities for activities that will enhance Ballarat as a place for the performing arts.
Invermay Recreation Reserve Special Committee	1	1	7	Determine the use and undertake the day-to-day management of the reserve.

Advisory and non-advisory committees, groups and organisations

A full list of the following can be found in Appendix 1:

Advisory committees, non-advisory committees, groups and organisations and committees established under other Acts.

Councillor allowances

In accordance with Section 74 of the *Local Government Act 1989*, Councillors are entitled to receive an allowance while performing their duties as a Councillor. The Mayor is entitled to receive a higher allowance. The Victorian Government sets the upper and lower limits for allowances.

Councillor Allowances for 2018/19

Cr Samantha McIntosh	\$106,972.92
Cr Mark Harris	\$33,490.74
Cr Belinda Coates	\$33,490.74
Cr Des Hudson	\$33,490.74
Cr Jim Rinaldi	\$33,490.74
Cr Ben Taylor	\$33,490.74
Cr Amy Johnson	\$33,490.74
Cr Daniel Moloney	\$33,490.74
Cr Grant Tillett	\$33,490.74

COUNCILLOR EXPENSES

The City of Ballarat reimburses Councillors for expenses incurred while performing their duties. In addition to the payment of an allowance, the *Local Government Act 1989* requires that the Mayor and Councillors be reimbursed for expenses, including travel, conference and training, telephone and Information and Communications Technology. The following table of expenses is provided in accordance with *Local Government (Planning and Reporting) Regulations 2014* and the City of Ballarat Councillor Expenses Entitlement Policy.

Councillor reimbursements 2018/19					
Councillor	Travel Expenses	Car Mileage	Childcare	Information and Communication	Conference and Training
Cr Samantha McIntosh	\$20,972.07	-	-	\$4,222.92	\$7,771.74
Cr Jim Rinaldi	-	\$1,745.70	-	\$3,632.27	\$325.48
Cr Daniel Moloney	-	-	-	\$3,483.66	\$196.36
Cr Belinda Coates	\$576.77	-	-	\$3,485.10	\$690.91
Cr Mark Harris	-	-	-	\$808.07	-
Cr Des Hudson	-	-	-	\$3,753.60	-
Cr Amy Johnson	\$2,263.96	-	-	\$4,428.44	\$5,543.82
Cr Ben Taylor	\$1,613.72	-	-	\$3,483.96	\$586.37
Cr Grant Tillett	-	-	-	\$3,517.95	-

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

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

Information and Communication includes the costs of purchase and network charges of telecommunication and technology provided to Councillors, which may include mobile telephone, laptop and tablet. Network charges may vary from each Councillor dependent on their usage. A number of Councillors' ICT devices were due for replacement and were replaced in 2018/19.

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

Conference and Training includes the costs for attendance at accredited and non-accredited training run by training providers, peak bodies and related organisations and groups, courses, seminars, conferences and similar events, professional development, memberships and materials. All conferences and training must relate to the role and duties of Councillor.

SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and form part of the Report of Operations are listed below.

GOVERNANCE - Service performance indicators					
Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Transparency G1 - Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	12.85%	15.90%	16.38%	22.44%	Since mid 2016FY, the increase in resolutions made at meetings closed to the public is due to more contracts requiring approval by Council. As of the 01/01/2019 a contracts committee has been put in place therefore requiring less contracts needing to go to Council. In November 2018, the meeting procedures changed to allow Councillors to pass multiple reports in one "block" therefore only using one resolution. We have utilised this since November for public related resolutions, therefore leading to an increase in this indicator. The City of Ballarat has actually had less resolutions made in camera in the 2019FY (68) compared to the 2018FY (76) which highlights the effect the new "block" resolutions is having on the figures.

GOVERNANCE - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Consultation and engagement G2 - Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	53.80	58.00	59.00	59.40	Council continues to make steady progress to improve community satisfaction with consultation and engagement with a significant improvement since 2016.
Attendance G3 - Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	94.02%	93.43%	94.22%	91.81%	This indicator has remained quite steady, however the slight decrease for 2019FY was due to one Councillor who took a leave of absence for a period of time. In addition, the council meeting cycle has been pushed to a three week cycle instead of a two week cycle which means one missed meeting has a bigger effect on the indicator.
Service cost G4 - Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$43,080.76	\$39,040.41	\$47,168.52	\$46,665.69	
Satisfaction G5 - Satisfaction with Council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51.00	57.00	55.00	55.70	Council has improved community satisfaction with Council decisions in 2019 however the community remains concerned with some issues like parking and infrastructure maintenance.

MANAGEMENT

Audit Advisory Committee

The Audit Advisory Committee's role is to oversee and monitor the effectiveness of the City of Ballarat Council in carrying out its responsibilities in relation to accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. This committee meets five times a year. Recommendations from each meeting are reported to and considered by the City of Ballarat Council.

Committee members

- Mr Noel Perry (Chair from 11/9/18)
- Mr Rex Carland (till 30/9/18)
- Mr Peter Le Lievre (appointed 30/9/18)
- Mr Shane Bicknell
- Mr Michael Porter (Chair till 10/9/18) (Resigned 4/3/19)
- Mr John Watson (appointed 15/5/19)
- Mayor of the Day: Councillor Samantha McIntosh
- Two Councillors: Cr Grant Tillett and Cr Belinda Coates

Internal audit

The City of Ballarat's internal audit function provides independent and objective assurance the appropriate processes and controls are in place across the organisation. This function is resourced by an external provider, Pitcher Partners. A risk-based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The Internal Audit Plan (IAP) is reviewed and adopted by the Audit Committee

and City of Ballarat Council on a yearly basis.

The internal auditor attends each Audit Committee meeting to report on the status of the IAP, provide an update on the implementation of audit recommendations, and present findings of completed reviews. The responsible director for each area reviewed is required to attend the Audit Committee meeting to respond to questions in relation to the review. Recommendations are assigned to the responsible director or manager and tracked.

Internal Audit Plan 2018/19

The following reviews were conducted, and all reports completed.

- Major Projects Post Project Assessment and follow up of prior recommendations
- Developer contributions
- IT Environment
- Tendering and Contract Management

External audit

The City of Ballarat is externally audited by the Victorian Auditor General. For the 2018/19 financial year, the annual external audit of the City of Ballarat's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend a number of Audit Committee meetings during the year to present the Annual Financial Statements and Performance Statement. The external audit management letter and responses are also provided to the Audit Committee.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management item	Assessment
Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation 13/03/2019.
Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community).	Current guidelines in operation 13/03/2019.
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years).	Plan adopted in accordance with section 126 of the Act 26/06/2019.
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required).	Budget adopted in accordance with section 130 of the Act 26/06/2019.
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation. Council is currently undertaking a review of the asset management plans which will form the basis of the new plans. The expected completion date is in late 2019.
Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges).	Current strategy in operation 26/06/2019.
Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations).	Current policy in operation 12/03/2019.
Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud).	Current policy in operation 5/11/2018. Fraud and Corruption standard was adopted to replace the policy on the 5/11/2018.
Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery).	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> 22/06/2016. The revised plan has been adopted by MEMPC and due for formal adoption by Council in July 2019.
Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works).	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> 3/04/2019.
Business Continuity Plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster).	Current plan in operation 1/12/2013. BCPs have been completed and awaiting adoption. Testing has commenced. Expected adoption Aug 2019.
Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster).	Current plan in operation 24/05/2019.
Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations).	Current framework in operation 12/03/2019.
Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements).	Committee established in accordance with section 139 of the Act 2/05/2018.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and Management item	Assessment
Internal audit (independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls).	Internal auditor engaged 1/07/2016.
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act).	Current framework in operation 28/02/2019.
Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year).	Current report Qtr 1 30/1/2019, Qtr 2 13/3/2019, Qtr 3 15/5/2019, Annual review 15/5/2019.
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure).	Quarterly statements presented to Council in accordance with section 138 (1) of the Act Annual Financial Accounts 12/09/2018, 1st Qtr Report 24/10/2018, 2nd Qtr Report 20/02/2019 & 3rd Qtr Report 15/05/2019.
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies).	Reports prepared and presented. Taken to Audit Committee on the following dates: 05/12/2018, 20/02/2019, 26/06 2019.
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act).	Reports prepared and presented. Annual Performance Statement 12/09/2018, 1st Qtr Report 24/10/2018, 2nd Qtr Report 20/02/2019 & 3rd Qtr Report 15/05/2019.
Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements).	Annual Report considered at a meeting of Council in accordance with section 134 of the Act 30/10/2019. Annual report considered at a meeting of Council in accordance with section 134 of the Act.
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors).	Code of Conduct reviewed in accordance with section 76C of the Act 25/01/2017. Code of conduct reviewed in accordance with section 76C of the Act.
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff).	Delegations reviewed in accordance with section 98(6) of the Act: "C4 Special Committees 23/08/2017 S6 Delegation - to members of Council staff 12/06/2019 S7 Delegation - CEO to Council Staff 26/06/2019 S13 Delegation - CEO powers, duties and functions 26/06/2019 S14 Vic Smart Applications 26/06/2019 S12 Delegation by MBS 05/02/2019".
Meeting procedures (a local law governing the conduct of meetings of Council and special committees).	Meeting Procedures Local Law made in accordance with section 91(1) of the Act 10/01/2019 Endorsed at 12/02/2019 Council meeting - Gazetted on 10/01/2019.

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



Justine Linley
Chief Executive Officer
Dated: 26 September 2019



Cr Samantha McIntosh
Mayor
Dated: 26 September 2019

STATUTORY INFORMATION

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

Documents available for public inspection

In accordance with regulation 12 of the *Local Government (General) Regulations 2015* the following documents are made available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at The Phoenix Customer Service Centre, 25 Armstrong Street South, Ballarat:

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of City of Ballarat staff in the previous 12 months.
- Minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77 (2) of the Act.
- The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77 (2) of the Act.
- A register of delegations kept under sections 87 (1) and 98 (4) of the Act, including the date on which the last review took place under sections 86 (6) and 98 (6) respectively, of the Act.
- A document containing details of all leases involving land which were entered into by the City of Ballarat as lessor, including the lessee and the terms and value of the lease.
- A register maintained under section 224 (1A) of the Act of authorised officers appointed under that section.
- A list of donations and grants made by the City of Ballarat in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Contracts

During the 2018/19 financial year, the City of Ballarat entered into the following contract for works valued at \$200,000 or more without engaging in a competitive process:

- Creswick Road Car Park construction

Disability Access and Inclusion Plan

During the financial year 2018/19, in accordance with Section 38 of the Disability Act 2006, City of Ballarat Council adopted a Disability Access and Inclusion Plan 2019–2022.

As well as finalising actions from the Disability Access and Inclusion Plan 2015–2018 during the financial year 2018/19, the City of Ballarat took possession of a Marveloo (Mobile Adult Changing Place).

Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, the City of Ballarat is required to publish a summary of any Ministerial Directions received. No such Ministerial Directions were received by the City of Ballarat in the 2018/19 financial year.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* and following an extensive internal and external stakeholder review and public consultation process, City of Ballarat introduced a new Domestic Animal Management Plan 2017–2021 in September 2017.

The following actions were implemented in the 2018/19 financial year:

- Training of authorised officers, including bolt gun training, scenario-based training, dog attack investigation training and implementation and presentation to panel.
- Community education with regard to benefits of registration.
- Increased enforcement for prolonged barking dog cases, with the outcome to be decided in a Magistrate's Court, increased education tools to reduce nuisance animals, promotion of doggie day-care facilities, standard operating procedure for barking dogs updated.
- Prosecution panel procedure and policy developed for dog attacks, with prosecutions panel to determine further enforcement.
- For dangerous, menacing and restricted breed dogs: increase education in shelter programs, use of specific tools to reduce isolated incidents.
- Request emergency evacuation plan from all registered Domestic Animal Businesses operating in the City of Ballarat.
- Ballarat animal management emergency plan fully redeveloped to ensure entire scope of emergencies in area are addressed and compliant with Victorian Government requirements.
- Full review of entire Animal Services undertaken, benchmarking with surrounding municipalities to ensure continuous improvement in department.
- Further community development and engagement regarding new regional facility.

Road Management Act Ministerial Direction

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial Directions in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

Protected disclosure procedures

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. In accordance with Section 69 the City of Ballarat must publish information about how to access the procedures established by the City of Ballarat under Part 9 of that Act as well as certain information about the number and types of protected disclosures complaints investigated. Procedures on how to make a disclosure are available on the City of Ballarat website at www.ballarat.vic.gov.au/protected-disclosures

The City of Ballarat has adopted the Independent Broad-Based Anti-Corruption commission (IBAC) guidelines for handling protected disclosures that were updated in

December 2016. A total of five disclosures were made to Council officers or via an authorised integrity agency appointed to receive disclosures in the 2018/19 financial year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is considered a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The City of Ballarat does not currently have any infrastructure contributions plans. The Ballarat West Development Contributions Plan is our only Development Contributions Plan in operation in the 2018/19 financial year and is disclosed below.

Ballarat West Development Contributions Plan

Table 1: Total DCP Levies Received 2018/19

DCP Name and Year Approved	Levies Received in 2018/19 Financial Year (\$)*
Ballarat West (2014)	\$1,652,788.34
TOTAL	\$1,652,788.34

Table 2: DCP Land, Works, Services or Facilities accepted as Works in Kind in 2018/19

DCP Name and Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
Ballarat West (2014)	DI_DR_C/O	Construction of Drainage Scheme in sub-catchment C/O (sub-precinct 4)	Construction of part drainage catchment C/O RB3 and trunk infrastructure, Winter Valley Rise and 251 Dyson Dr	\$1,709,203.25
Ballarat West (2014)	DI_DR_D/J	Construction of Drainage Scheme in sub-catchment D/J (sub-precinct 4)	Construction of part drainage catchment D/J RB2 and trunk infrastructure Ballymanus Estate, Carngham Investments	\$2,166,116.86
Ballarat West (2014)	DI_DR_U/Z	Construction of Drainage Scheme in sub-catchment U/Z (sub-precinct 2)	Construction of part drainage catchment U/Z RB Winterfield Estate	\$1,210,872.51
Ballarat West (2014)	DI_RD_03a	New north-west Road (North) between Cuthberts Road/Cuzens Road sub-precinct 4	Part construct north-south Road Alfredton Central Estate	\$434,495.92
Ballarat West (2014)	DI_OS_3	Construction of Active Open Space Reserve - Major Activity Centre (sub-precinct 1)	Construction of car parking to facilitation Active Open Space reserve Abiwood/Spiire	\$82,551.60
Ballarat West (2014)	DI_RD_29	Ascot Gardens Drive and Webb Road	Final section of road upgrade construction Newmarque Estate	\$1,402,092.47
Ballarat West (2014)	DI_LA_24	Land for new north south road in sub-precinct 4	Road reserve for construction new north-south road - Alfredton Central Estate	\$124,147.21
Ballarat West (2014)	DI_LA_16	Land for Webb Rd widening	Road reserve for Webb Rd upgrade construction. Newmarque Estate	\$12,750.00
Ballarat West (2014)	DI_LA_13	Land for Active Open Space - Neighbourhood Activity Centre (sub-precinct 4)	Active Open Space Reserve Ballymanus Central Park	\$1,400,000.00
Ballarat West (2014)	DI_LA_4	Land for Early Years Hub - Tait Street (sub-precinct 1)	Purchase of 284 Morgan Street, Sebastopol for Early Years Hub land	\$237,500.00
TOTAL				\$8,779,729.82

*Levies include Development Infrastructure Levy and Community Infrastructure Levy.

GOVERNANCE

Table 3: Total DCP Contributions received and expended to date (for DCPs approved after 1 June 2018)

DCP Name and Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Works-In-Kind Accepted (\$)	Total DCP Contributions Received (Levies and Works-In-Kind) (\$)
-	-	-	-	-

Table 4: Land, Works, Services or Facilities delivered in 2018/19 from DCP Levies Collected

Project Description	Project ID	DCP Name and Year Approved	DCP Fund Expended (\$)	Works-In-Kind Accepted (\$)	City of Ballarat's Contribution (\$)	Other Contribution (\$)	Total Project Expenditure (\$)	Percentage of Item Delivered ***
Construction of Drainage Scheme in sub-catchment AC/AT (sub-precinct 1)	DI_DR_AC/AT	Ballarat West (2014)	\$732,422.02	-	-	-	\$732,422.02	9.87%
Construction of AOS Reserve - NAC (sub-precinct 4)	DI_OS_5	Ballarat West (2014)	\$142,062.38	-	-	-	\$142,062.38	3.11%
Land for Early Years Hub - Tait Street (sub-precinct 1)	DI_LA_4	Ballarat West (2014)	\$6,589.76	-	-	-	\$6,589.76	2.64%
TOTAL			\$881,074.16				\$881,074.16	

*** Percentage of Item Delivered calculated as expenditure over Total Project Costs



OUR ORGANISATION

EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2017–21.



JUSTINE LINLEY

Chief Executive Officer

BUSINESS SERVICES

COMMUNITY DEVELOPMENT

DEVELOPMENT AND PLANNING

INFRASTRUCTURE AND ENVIRONMENT

INNOVATION AND ORGANISATIONAL IMPROVEMENT



GLENN KALLIO

Director
Business Services

BUSINESS SERVICES

Safety, Risk and Compliance

- Safety and Wellbeing
- Risk and Insurance
- Compliance
- Council Meeting Management

Information Services

- Information Technology
- Records

Payroll

- Payroll

Accounting Services

- Financial Services
- Accounts Receivable
- Accounts Payable

Revenue and Procurement Services

- Procurement
- Revenue

Fleet Management

- Heavy Plant and Equipment
- Light Fleet



NEVILLE IVEY

Director
Community Development

COMMUNITY DEVELOPMENT

Learning and Community Hubs

- Cultural Diversity
- Library Services
- Youth Development

Family and Children's Services

- Early Childhood Partnerships
- Maternal and Child Health Services
- Immunisation

Active Aging

- Community and Home Support
- Meals on Wheels

Engaged Communities

- Community Policy and Development
- Neighbourhood Planning and Engagement
- Rural Access and Deaf Access
- Municipal Emergency Management
- Customer Services

Sport and Active Living

- Ballarat Aquatic and Lifestyle Centre
- Major Sporting Venues

EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our organisational structure is designed to support the delivery of the goals as set out in the Council Plan 2017–21.



ANGELIQUE LUSH

Director
Development and Planning

DEVELOPMENT AND PLANNING

Economic Partnerships

- Economic Development
- Strategic Planning
- Places and Renewal

Project Management

- Project Management
- Grants

Events and the Arts

- Events
- Arts and Culture
- Visitor Economy
- Her Majesty's Theatre
- Eureka Centre
- Creative Cities

Art Gallery of Ballarat

- Art Gallery Operations



TERRY DEMEO

Director
Infrastructure and Environment

INFRASTRUCTURE AND ENVIRONMENT

Infrastructure

- Asset Management
- Survey and Design
- Infrastructure Delivery
- Construction

Development Facilitation

- Ballarat Airport
- Sustainability
- Traffic and Transport
- Development Facilitation
- Growth and Development Contributions
- Statutory Planning

Operations and Environment

- Parks and Gardens
- Road Maintenance
- Environmental Services

Property and Facilities Management

- Property Management
- Facilities Management

Regulatory Services

- Local Laws and Parking Enforcement
- Environmental Health
- MBS and Building Services
- Animal Shelter



CAMERON CAHILL

Director
Innovation and Organisational Improvement

INNOVATION AND ORGANISATIONAL IMPROVEMENT

- Advocacy and Lobbying
- Council Plan and Reporting

People and Performance

- Organisational Development
- Human Resources

Business Improvement

- Business and Service Improvement

Communications and Marketing

- Communications
- Marketing
- Creative Studio

Civic Support

- Office of the Mayor and CEO
- Civic Events
- Councillor Support

Hall Keepers

- Ballarat Town Hall

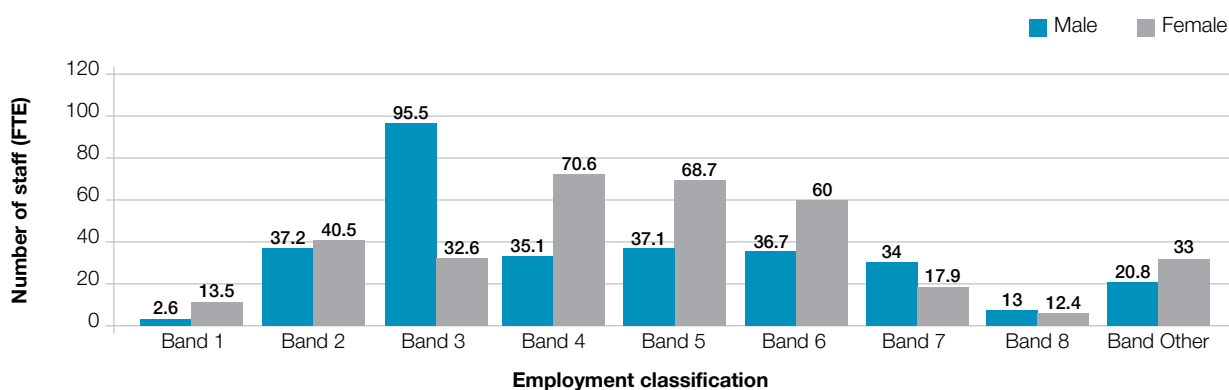
STAFF PROFILE

A summary of the number of full-time equivalent (FTE) Council staff by organisational structure, employment type and gender.

Employee Type/Gender	Business Services		Community Development		Development and Planning		Infrastructure and Environment		Innovation and Organisational Improvement		Total	Total FTE
	Total	FTE	Total	FTE	Total	FTE	Total	FTE	Total	FTE		
Permanent FT-F	21	21	63	63	30	30	46	46	15	15	175	175
Permanent FT-M	27	27	29	29	19	19	195	195	13	13	283	283
Permanent PT-F	13	9.4	177	121.1	13	9.7	77	32	4	2.8	284	175
Permanent PT-M	1	0.5	33	16.8	3	2.4	21	8.8	0	0	57	28
Casual - F	0	0	99	22.3	17	4.7	4	1.3	6	2.8	126	31.1
Casual - M	0	0	31	6.7	11	3.3	9	4.8	0	0	51	14.8
Total											976	706.9

FTE = Full-Time Equivalent FT = Full-Time PT = Part-Time F = Female M = Male

A summary of the number of full-time equivalent (FTE) Council staff categorised by employment classification and gender.



EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

The City of Ballarat's Equal Employment Opportunity program aims to ensure there is no discrimination relating to the characteristics listed under the *Victorian Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from discrimination, bullying and harassment.

Indicators that measure the effectiveness of the program and the results for the 2018/19 year:

- Indicator: Percentage of new employees receiving equal opportunity training within six months of commencement. Target: 100%. Result: 56%.
- Indicator: Percentage of existing employees receiving refresher equal opportunity training at least every two years. Result: 100%. All staff completed EEO refresher training in late 2017 and are due to renew certification over 2019/20.
- Indicator: Number of contact officers per number of City of Ballarat employees. Target: 1:50. Result: 1:137. Due to turnover contact officers are due to be refreshed in 2019/20.

- The indicators are monitored on an ongoing basis by the City of Ballarat People and Performance team who regularly promote employee and management awareness, consider relevant issues and contribute to resolution and advice. City of Ballarat's assessment of the achievement of the program's objectives is that there were no breaches of the *Victorian Equal Opportunity Act 2010*.
- The actions taken to implement the program from July 2018 to June 2019 included focusing on continuing to raise awareness of gender-related discrimination, bullying and harassment, including: the development and deployment of an online on-demand course – "Gender Equality at the City of Ballarat" as part of the induction/onboarding experience for new employees
- During the second half of 2019 the following enhancements and improvements to lift 2019/20 completion rates will include: redevelopment of online on-demand EEO training course to ensure improved accessibility for staff with online accounts, redesign of the offline version of EEO training to substantially improve ease of access to on-the-job EEO training and providing improved support to managers/supervisors as coaches/facilitators (substantially reducing administration costs and the printing of large volumes of training documents).



OUR PERFORMANCE

LIVEABILITY

Improve our community's quality of life

What this means

We will provide inclusive and accessible public spaces; quality services; and opportunities for our community to participate, feel safe and be active and healthy.

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2018/19 financial year in relation to the strategic indicators in the Council Plan 2017/2021.

Strategic indicator	Measure	Target	Result 2018/19	Comments
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Relative Socio-Economic Disadvantage (IRSD)	N/A	980	A low score means greater disadvantage, a high score means lesser disadvantage in general. A score of 980 in 2016 places Ballarat in the top 54% for LGAs nationally and top 36% in the state. The four SEIFA are reported following each Census every five years. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)	N/A	965	Summarises the economic and social conditions of people and households. A low score means greater disadvantage and less advantage, a high score means greater advantage and less disadvantage in general. A score of 965 in 2016 places Ballarat in the top 55% for LGAs nationally and top 40% in the state. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Education and Occupation (IEO)	N/A	986	Summarises the educational qualifications and skill levels of the workforce of communities. A low score means less education and occupational status, a high score means greater education and occupational status. A score of 986 in 2016 places Ballarat in the top 71% for LGAs nationally and top 56% in the state. The current figures are from the 2016 Census. The next SEIFA are due in 2022.
Improvement in each of the four Socio-Economic Indexes for Areas (SEIFA) for the Ballarat Local Government Area	The Index of Economic Resources (IER)	N/A	962	Summarises the income and wealth of communities. A low score means a lack of access to economic resources, a high score means greater access to economic resources. A score of 962 in 2016 places Ballarat in the top 31% for LGAs nationally and top 23% in the state.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Participation rate for the Walk to School program	25%	23.6%	Each October primary schools in Ballarat are invited to participate in the VicHealth Walk to School program. Students record each day whether they walked, cycled or scooted to and from school. In 2018, 10 local primary schools participated, representing 3,150 students. Generally, around 15 to 20% of students walk to school on a regular basis, so a participation rate above this level shows an impact of the project.

OUR PERFORMANCE

Strategic indicator	Measure	Target	Result 2018/19	Comments
Health and wellbeing outcomes from the Health and Wellbeing Plan	Annual bike count	N/A	N/A	The City of Ballarat decided not to participate in the Super Tuesday counts in future as bike counters are being installed to monitor the bike routes included in the Bicycle Strategy. Data is yet to be collected along these routes.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of people participating in Active April	6500	6543	Free passes to the Ballarat Aquatic and Lifestyle Centre are available to registered participants of Active April. There were 6,543 people in Ballarat who registered for Active April in 2019.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of alcohol and drug free community events	N/A	81	These events were specifically from the Youth, Cultural Diversity, Family and Children's Services and Events areas of the City of Ballarat, run in the 12 months from January to December 2018.
Health and wellbeing outcomes from the Health and Wellbeing Plan	Number of local organisations which are members of CoRE	80	119	Communities of Respect and Equality (CoRE) 2016-2020 is a plan to prevent violence against women and their children in the Grampians Region. The plan encourages organisations to sign on to the Grampians CoRE Alliance and take an active primary prevention approach, by targeting change at the population level, addressing the underlying gendered drivers and conditions in which violence occurs.
Achieving a 10% increase in the number of recreation groups and members using the City of Ballarat's recreation reserves	Number of participants using the City of Ballarat's recreational facilities	10% increase	N/A	No measurement of this element of the indicator occurred in 2018/19. Progress was made on a new reporting system to enable additional real time analysis of attendance and activity through the Ballarat Aquatic and Lifestyle Centre and other facilities.
An increase in consultation with children	Attendance by children in consultation events or programs	Four consultations with children per year	In progress	City of Ballarat departments continue to seek input from children across various projects and initiatives. Children were engaged in strategic planning through school student council meetings and community workshops for the Miners Rest Township Plan. School student workshops were held as part of the Buninyong Township Plan and Ballarat East Local Area Plan. Six further children's week consultations are planned in 2019 through the Engaging Communities program, in addition to a family day consultation for the Bakery Hill Precinct Urban Renewal program.
Increasing accessibility to support by helping residents access Older Person National Pathways to Services	Delivery of information sessions and written materials to educate residents about accessing services	Deliver a general community newsletter and a minimum of one group meeting session each quarter	Achieved	28 group information sessions were provided across Ballarat, to 1,316 people. Our 'Keeping In Touch' newsletter is provided four times each year, to 2,650 residents as well as distribution through Ballarat libraries and Ballarat Aquatic and Lifestyle Centre.
Achieving a 10% increase in attendance at aquatic facilities	Attendance levels at Ballarat aquatic facilities	10% increase	8.7% increase	In 2018/19 attendance at Ballarat's aquatic facilities increased by 8.7% against the baseline 2017/18 figures. Higher attendance levels were recorded at most outdoor pools in the summer season, while Ballarat Aquatic and Lifestyle Centre also recorded an increase across the year.
A 10% increase in community engagement by our older residents	Engagement of senior residents in social connections programs	10% increase	45% increase, up from 15% in 2017/18	A 45% increase in participation by residents, with an additional 12 new regular activities on offer.

MAJOR INITIATIVES

Major initiatives	Progress in 2018/19
Delivering HarmonyFest 2019, with event partners, including the second Rock the Block event, and Intercultural Gala Dinner 2019	Harmony Fest 2019 was held over 10 days. 40 events were attended by 12,000 people. 2019 saw the second Rock the Block event which was enjoyed by 1,000 people and the second year of the Intercultural Gala Dinner attended by 320.
Redeveloping Mount Pleasant Kindergarten	Mount Pleasant Kindergarten was officially opened in June 2019.
Strengthen our city by making Ballarat a people and all age friendly city via improved access, participation, inclusion and respect based projects and programs.	Following the Growing Older Well In Ballarat consultation, several community panels of interest were established and have been involved in consultations such as, the Smarter Parking plan and the walking and pedestrian network. Community Panels of Interest enable older residents to have their say through community consultation sessions. Six community consultations have occurred.
Increase community participation through the implementation of the Social Infrastructure program	The Social Infrastructure program increased community participation by investing \$1.8 million into 13 facility upgrades during the year. Key highlights included the \$605,000 upgrade to the Brown Hill Hall and \$390,000 to transform the Ballarat North Community Centre.
Completed Sebastopol Library and Community Hub, and Girrabanya Integrated Community Hub.	Sebastopol Library and Community Hub was completed in late 2018 and officially opened in March 2019. Maternal and Child Health, parent groups and library services are operating from this facility. Girrabanya Integrated Children's Centre stage two and three works were completed in mid-2019.
Use community partnerships to create healthy and safe community places and open spaces for passive recreation.	Engaged Communities led 14 community engagement processes for health and wellbeing-based improvements at open space reserves at M.R. Power Park, Pioneer Park, Wyndholm Reserve, Wendouree Recreation Reserve, Mount Pleasant Reserve, Montgomery Street Reserve, Cardigan Village Community Centre, Doug Dean Reserve, the Vickers Street Precinct, Wall Street Reserve, Peady Street Reserve, De Soza Park, Warrenheip Community Space, Ballarat Inclusive Play Space.
Completed open space physical activity hub at Mount Pleasant Reserve.	The revitalised Mount Pleasant Reserve was launched in September 2018 following community engagement about a new reserve master plan. Upgrades included relocation of the play space, new play equipment, improved access, new barbecue and shelter, tree planting, additional seating and new park signage. In May 2019 a new 3x3 Basketball court was installed.
To build capacity of our senior residents to keep participating in regular community life of their choosing.	Our social connections programs were redesigned following feedback through consultation, which has resulted in a 45 per cent increase in participation from the previous year. Twelve new and additional creative options implemented which are inclusive of all abilities, intergenerational and welcoming of all in the community. Support and education sessions provided to community to assist with independent navigation of the My Aged Care system.
Develop a learning city by delivering targeted programs and projects.	The City of Ballarat Libraries offered 844 programs in total over the past year, which were attended by 26,852 people. Within this figure the most popular library programs are those offered for children in their early years, with 10,975 participants attending various story times, Baby Bounce and Little Languages sessions.
Improve community safety through initiatives such as urban design, public awareness and projects such as CCTV	\$172,004 of funding successfully leveraged for White Flat Public Safety Upgrade project which includes new CCTV provisions.
Create a new Municipal Health and Wellbeing Plan and implement key actions	Key actions include the development of a Food Strategy, support of Active April with over 6,500 local registrations, delivery of Sons and Daughters of the West health and wellbeing programs, delivery of a mental health forum and development of the award winning 'Right to the Night' community safety project.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets	Completion of a range of capital investments in sport and recreation facilities across the municipality as part of the core sporting infrastructure capital improvement program.

SERVICES

Services	Service description
Access and Inclusion	The City of Ballarat currently delivers programs in Rural Access and Deaf Access with funding from the Department of Health and Human Services. These programs seek to advocate for and support people with disabilities to fully participate in public life. The programs have played a key role in flagship access and inclusion projects such as the Inclusive Play Space at Victoria Park. A key component of the service delivery in this area relates to implementation of Council's Access and Inclusion Plan and coordination of Council's Disability Advisory Committee.
Regional Assessment Service (RAS)	RAS is a clinical service as part of the My Aged Care national system for Older Persons. RAS staff determine, in consultation with residents, what services they need, both internally and externally, to remain living at home and in the community safely and independently.
Best Start	Best Start is an early years initiative to support families and caregivers to provide the best possible environment, experiences and care for all children from birth to age eight. The program focuses on children experiencing vulnerability and all Aboriginal children. Best Start is fully funded by the Victorian Government Department of Education and Training.
Childcare Centres	This service includes Girrabanya Children's Centre (long-day childcare and kindergarten), Wendouree Children's Service (long-day childcare and kindergarten), and Occasional Childcare. Occasional Childcare will shortly be integrated with Girrabanya Children's Centre.
Social Connections	The purpose of this activity is to support and encourage residents to continue to be involved in their community by providing a range of social activities and events that include people of all abilities and interests. It is a pro-active strategy to decrease social isolation amongst our older residents.
Community Development	Community Development seeks to enhance opportunities for people to play an active role in community life and local decision-making. It also seeks to provide and facilitate key social and community-based initiatives that improve the personal, physical and mental health of residents of all ages.
Community Safety	Community Safety provides leadership for the City of Ballarat in the areas of health and wellbeing, social policy and community safety. The team plays a representative role across the health and wellbeing sector working in partnership on a range of programs and initiatives. Key areas of this service include the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives as well as the development and monitoring of Council's Municipal Public Health and Wellbeing Plan.
Cultural Diversity	Cultural Diversity supports diversity within the City of Ballarat and the community and provides direction for Council through a number of initiatives and programs including the implementation of the Intercultural City Strategic Plan 2017- 2021 and Reconciliation Action Plan, the Ballarat Multicultural Ambassador program and supporting the Ballarat Regional Settlement and Advocacy Committee. To achieve the objectives of the Council Plan, there is potential that this program may involve international travel.
Customer Service	Customer Service seeks to assist community members, residents, ratepayers and visitors to engage with all City of Ballarat services. Customer Service provides a support service for all staff across the organisation through first point of external customer contact, including acting as a referral service to other organisations.
Emergency Management	Emergency Management provides support and recovery assistance to those affected by emergencies in the community. As part of the process, significant local risk management and emergency planning is undertaken in partnership with a number of emergency-related organisations to ensure that Ballarat and surrounding communities are well prepared for an all-hazards approach to emergency management.
Family and Children's Services	Family and Children's Services is responsible for provision, delivery and coordination of universal and targeted services to families and children in the Ballarat community. The strategic framework for this program is outlined in the Municipal Early Years Plan with governance via working groups.
Family Day Care	Family Day Care is a Australian Government approved childcare service. It is home-based care, with a ratio of one early childhood educator to four pre-school aged children, and up to seven children in total. It offers family care - that is, siblings are cared for together, and care for school-aged children until the end of primary school and beyond in special circumstances.
Fire Prevention	The Fire Prevention Team provides education, advice and prevention activities to better prepare the community. This service seeks to improve fire prevention across the city through awareness, education and the issuing of fire prevention notices. Identify City of Ballarat-managed land that may require fire mitigation works through fuel reduction burning or mechanical methods.
Food and Nutrition	The Meals On Wheels program provides nutritious prepared meals to residents who are nutritionally at risk due to health and general ageing issues. Meals are delivered daily with recipients having a wide daily menu to select from. It is more than a meal, it is a daily monitoring visit by a dedicated volunteer who provides the opportunity for a chat and time with another person in the day. Our community meal program, Bunch 4 Lunch, is also part of this program. The aim of B4L is to bring people together in 'their' community to support people to keep connected over a meal in a café or other community setting.

OUR PERFORMANCE



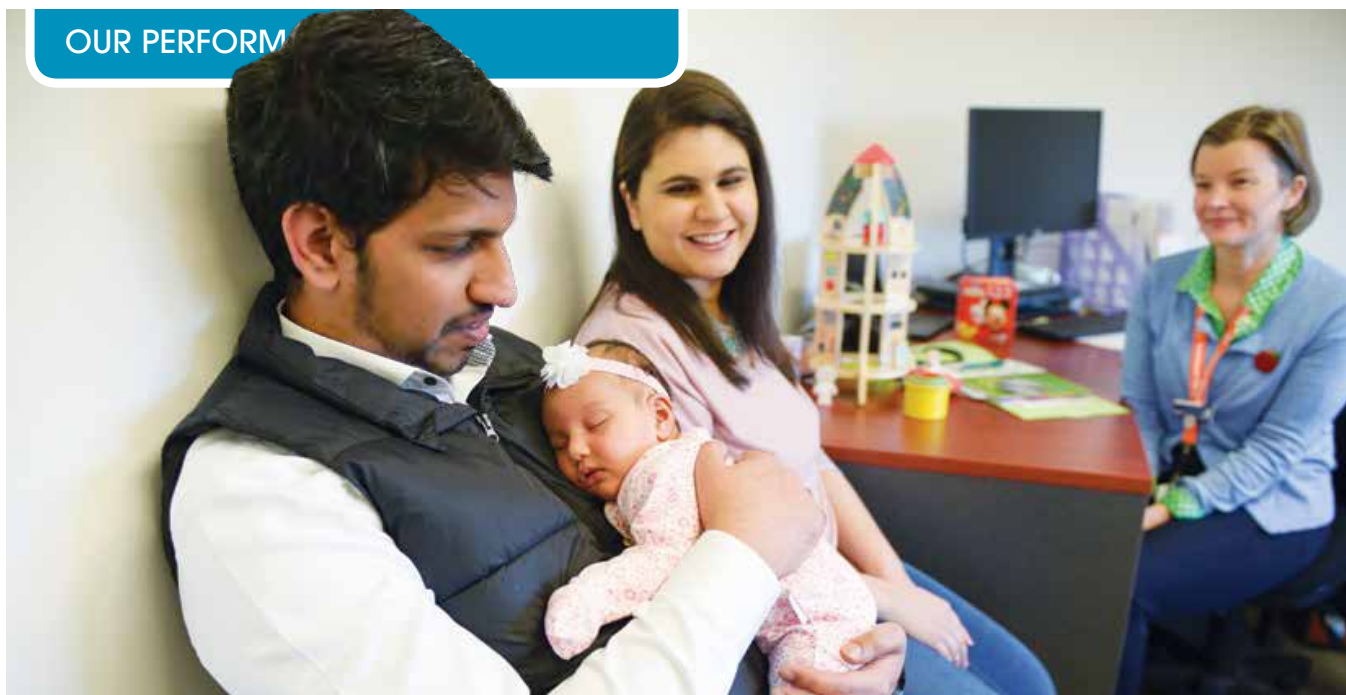
Services	Service description
Grants (Community Impact Grants)	The City of Ballarat's grants program provides funding to community groups, businesses, event organisers and other stakeholders to deliver quality programs, events, products and services which are of a benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the city.
In-Home Support program	The Commonwealth Home Support program is a multi-activity service for eligible residents 65 years and over, funded through a contract with the Australian Government. The purpose of all activities is to keep older people safe and independent in their own homes. The program currently supports 3139 residents.
Immunisation	Provision of government-funded childhood immunisation program as outlined in National Immunisation program (NIP) schedule. Vaccines are provided by DHHS and administered by the City of Ballarat. Program includes the contract provision of NIP childhood immunisation service provision to Golden Plains Shire.
Library Services	There are three static public libraries located at Ballarat, Wendouree and Sebastopol. The City of Ballarat also provides library services to areas including Delacombe, Miners Rest, Warrenheip, Learmonth and Ballarat East via two library outreach vehicles.
Major Sports Facilities	The City of Ballarat manages and operates a number of significant regional and state level sporting facilities. Each of these facilities provide both entertainment and participation benefits for the Ballarat community and the broader region. Several programs that operate at the Ballarat Aquatic and Lifestyle Centre are provided by commercial operators.
Maternal and Child Health	Maternal and Child Health (MCH) nurses undertake comprehensive assessments to review children's health, growth and development. Additionally, the City of Ballarat provides an enhanced MCH service providing short term, flexible and intensive interventions where children 0-3 years are identified as 'at-risk' of adverse outcomes and there is a presence of multiple family risk factors. Focus of the program is on strengthening parenting/carer capacity and to improve family wellbeing outcomes.
Parent Place	Parent Place is a free drop-in centre for parents and carers. Centrally located, Parent Place offers a play space and change and feed facilities in a safe and inclusive environment. The team at Parent Place (with support from a passionate group of volunteers) provide general support and information about a range of Family and Children's Services including childcare, kindergarten, playgroup, family day care, immunisation and maternal and child health. Family law advice, lactation consultants and story time are just some of the services available at Parent Place.
Positive Ageing	The Positive Ageing service continues to advocate for and support seniors in our community. Key current projects include the award-winning Memory Atlas project, work with seven Senior Citizens Centres, and planning for age-friendly spaces within place-based Master plans. The City of Ballarat currently assists seven Senior Citizens Centres to operate across the city and meets with the Ballarat Seniors Citizens Association.
Social Research and Planning	This service researches and plans for Health and Wellbeing, Social Policy and Community Safety. This includes the analysis of data and evidence in program and policy formation, program scoping and bid writing, monitoring and evaluation of initiatives. Also see Community Safety.
Sport And Active Living programs	Sport and Active Living oversees delivery of programs, develops policy and delivers capital projects in accordance with the Sport and Recreation policy. Key service areas include sporting and active living infrastructure planning and delivery, strategic planning and participation for sport and active participation, sporting club support, management of major sport events, such as AFL events, and oversight of sporting activities at Lake Wendouree.
Supported Playgroups	Supported Playgroups are a targeted service and aim to improve the learning, development and wellbeing outcomes of children from birth until they start primary school. Supported playgroups funded by the Department of Education and Training are required to deliver smalltalk to all participating families, a set of evidence-based strategies that introduce parents to a small number of parenting skills that lead to optimal child outcomes.
Youth Services	Youth Services delivers a range of programs supporting youth development, leadership opportunities, gender equity and safe behaviours.

SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and which form part of the Report of Operations are listed below.

LIBRARIES - Service performance indicators					
Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Utilisation LB1 - Library collection usage [Number of library collection item loans / Number of library collection items]	5.29	5.19	5.16	5.51	The slight increase in collection usage is due to the new Sebastopol Library being reopened after being shut for majority of the 2018FY.
Resource standard LB2 - Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	64.80%	63.30%	63.50%	64.12%	Ballarat Library has 18,000+ items in its local history collection, its significant size and age distort the % proportion of items purchased in the past five years. Collection management practices are leading to an ongoing improvement in the resource standard.
Service cost LB3 - Cost of library service [Direct cost of the library service / Number of visits]	\$7.72	\$8.13	\$7.34	\$8.82	In the 2019FY, salary costs have increased as we have reopened our Sebastopol Library that was shut for the majority of the 2018FY due to reconstruction works. This now brings the indicator back into a slight increase per year which is to be expected. In addition, due to works at the new Victorian Government GovHub, parking access to the Ballarat Library has significantly reduced, leading to a decrease in visits to this library.
Participation LB4 - Active library members [Number of active library members / Municipal population] x100	13.66%	12.92%	12.43%	12.75%	From the 2016FY, the SIRSI Dynix system has upgraded its analytics system which has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the financial year. Whereas, from the 2016FY it allows Ballarat City Council to narrow the list down to members who have borrowed a book in each financial year.





MATERNAL AND CHILD HEALTH (MCH) - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Satisfaction MC1 - Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	102.66%	99.15%	98.45%	98.27%	
Service standard MC2 - Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	99.07%	101.63%	103.47%	
Service cost MC3 - Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$78.75	\$84.99	\$88.99	\$83.85	
Participation MC4 - Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.41%	78.30%	73.37%	72.48%	
Participation MC5 - Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.96%	54.88%	55.43%	64.52%	The lower percentages in the participation of Aboriginal children in the MCH service, is due to the fact that the local Aboriginal co-operative runs a similar MCH service. They can access both services or choose either one of these services. Ballarat City Council still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local Aboriginal co-operative MCH program only. However, the Ballarat City Council has seen a significant increase in participation in the last financial year.



IMMUNISATIONS - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Satisfaction I1 - User satisfaction with immunisation service [User satisfaction with how council has performed on provision of children immunisation service]	0.94	0.00	0.00	0.00	
Service standard I2 - Vaccination of children by council [Percentage of children fully vaccinated by council]	51.00%	49.52%	0.00%	0.00%	The Government department in charge of the NIC5B Report which gives us the result for this indicator stopped producing the NIC5B report. It is expected that the government department will restart producing this report. At the time of producing the performance statement this report was not available.
Service standard I3 - Return of consent cards by secondary school children [Number of secondary school consent cards returned / Total number of secondary school children] x100	85.58%	88.13%	88.76%	83.43%	
Service cost I4 - Cost of immunisation service [Direct cost of immunisation service / Total number of vaccinations]	\$19.80	\$18.30	\$22.40	\$26.27	
Participation I5 - Vaccination of children [Percentage of children who are fully vaccinated in each age group]	94.02%	96.32%	95.70%	95.87%	
Participation I6 - Vaccination of secondary school children [Number of secondary school children fully vaccinated by council / Total number of secondary school children] x100	75.16%	60.48%	83.26%	74.37%	In the 2016FY and 2018FY there were catch-up vaccinations for Year 8, 9 and 10. This resulted in a significantly higher number of vaccinations issued and resulted in a greater vaccination rate.

OUR PERFORMANCE



SPORTS GROUNDS - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Utilisation SG1 - Structured activities on sports fields [Number of structured activities / Total number of sports fields]	58.10	81.47	123.22	120.85	A new reporting system was introduced in January 2016 which allows the tracking of trainings and matches. This is the reason for the increasing trend as the system became fully utilised. In addition, with our increased investment in our grounds, clubs are able to utilise the grounds more often all year round. With the significant improvements and conditions of our grounds as well, there has been higher demand from state sporting associations to host major events and matches at our facilities, thus increasing the number of structured activities on sports fields.
Condition SG2 - Condition of sports fields [Number of days sports fields are unavailable for structured activities due to condition excluding maintenance and reconstruction/ redevelopment / Total number of sports fields]	0.00	0.65	0.01	0.97	Due to the wet start to the 2017FY, some grounds were closed due to their condition. This was mainly the City Oval, which was under water and was unavailable for all structured activities. In addition, the start of 2017 saw some grounds which had to be closed due to hardness of the grounds and were unavailable for all structured activities. In the 2019FY, there were numerous grounds closed due to hardness and were unavailable for all structured activities.
Service cost SG3 - Cost of sports grounds [Direct cost of sports grounds / Total number of sports fields]	\$22,435.56	\$19,061.51	\$25,989.50	\$23,438.97	
Availability SG4 - Population per sports field [Municipal population / Total number of sports fields]	1092.24	1106.00	1120.51	1141.76	

OUR PERFORMANCE



AQUATIC FACILITIES - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Satisfaction AF1 - User satisfaction with aquatic facilities (optional) [User satisfaction with how council has performed on provision of aquatic facilities]	96.48	93.27	82.30	81.90	In the 2018FY, the question was added to our annual satisfaction survey, whereas prior results have come from internal Aquatic Centre membership surveys. Due to this change, this indicator now represents a more accurate cross section of the community, as members are more inclined to be satisfied with the service.
Service standard AF1 - Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.43	2.57	2.86	2.29	The City of Ballarat had a strong focus on pools in the 2016FY, with an emphasis on education and establishment of improved operator processes in conjunction with our Recreation Team, that resulted in the early identification and rectification of issues in the lead up to the following seasonal pool opening. This has resulted in significantly improved compliance rates and reduced follow-up inspections. There was also some significant investment in aquatic facility equipment which reduced frequency of issues arising associated with equipment failure.
Health and Safety AF3 - Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents]	1.00	1.00	1.00	2.00	
Service cost AF4 - Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.36	\$1.41	\$1.06	\$1.46	The general trend has been a reduction of costs per visit over the reporting period. However, in the 2019FY it has seen an increase due mainly to increased salary costs due to staff turnover. The result for the 2019FY is still below prior year results of the 2016FY & 2017FY.
Service cost AF5 - Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$13.81	\$9.38	\$7.05	\$5.50	In the 2018FY, there was a significant reduction in costs of the operation of outdoor pools which has remained the same for the 2019FY. However, the main reason the indicator has trended down across the last three years is an increase in the number of visitors to the outdoor pools due to better weather conditions.
Utilisation AF6 - Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	6.65	6.22	5.68	6.06	Despite the many changes that have occurred across our aquatic facilities (such as taking back the management of the Ballarat Aquatic and Lifestyle Centre in September 2015, realigning software to get accurate results and the discontinuation of some services) this indicator has remained very consistent.

OUR PERFORMANCE



HOME AND COMMUNITY CARE (HACC) - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Timeliness HC1 - Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	0.00	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Service standard HC2 - Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	100.00%	100.00%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Service cost HC3 - Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	\$53.55	\$51.79	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Service cost HC4 - Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	\$47.67	\$41.11	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Service cost HC5 - Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	\$48.13	\$45.80	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Participation HC6 - Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.00%	18.83%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.
Participation HC7 - Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	12.00%	11.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Australian Government's NDIS and CHSP programs.

PROSPERITY

Advance our economic position as the capital of western Victoria

What this means

We will deliver activities and projects that are worthy of our position as the capital of western Victoria and will capitalise on this leadership to drive jobs and investment across the region.

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2018/19 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Measure	Target	Result 2018/19	Comments
Annual City of Ballarat Customer Satisfaction Survey results	Community survey "Service performance overall"	Improvement in community satisfaction with overall service performance	70.9	With an index score of 70.9, satisfaction with City of Ballarat's overall performance did not differ significantly from the result recorded in 2018 (72.0). Ballarat shows a substantially higher perception of performance when compared with other Victorian regional centres 2017.
Positive community and business feedback	Community survey "Perceptions of overall council performance changes over time"	80% respondents regard City of Ballarat's overall performance as the same as or better than previous years	85%	36% of Ballarat people felt that City of Ballarat's performance has improved over the last 12 months, a significant decrease on the previous year (44%), while more people thought performance levels were the same as last year (49%, up from 46%).
Improvement in planning permit key performance indicators	Percentage of planning permit applications decided within 60 calendar days	80	64	Resourcing in the department continued to be a theme into the 2018/19 financial year affecting the team's ability to deliver faster turnaround times on planning permit applications.
Meeting timelines, budget and quality measures	Satisfy Local Government Act requirements with regard to budget adoption, council plan, annual statement	All legislative requirements met	Achieved	As per the <i>Local Government Act 1989</i> , City of Ballarat met all timelines with regard to budget adoption, council plan, and annual statement.
100 per cent delivery of programmed major and community events	All program community events delivered	100%	100%	Successful delivery of all programmed major and community events, including Ballarat Begonia Festival, Ballarat Heritage Weekend, Cycling Australia Road National Championships, Ballarat Winter Festival, and Summer Sundays. White Night has once again been secured for Ballarat but has moved forward in the calendar to the 2019/20 period. Music concert Spilt Milk has also been secured for 2019/20. The combined audience to these last two events is projected at 100,000.
Gross Regional Product (GRP) shows positive growth that matches or exceeds growth across the state economy (Source: REMplan annual economic report)	Percentage growth in Ballarat's Gross Regional Product estimate compared with percentage growth in Victoria's Gross State Product estimate	Improvement in Ballarat's rate of economic growth equal to or better than the state economy	Achieved	The City of Ballarat was able to match the Victoria in Gross Regional Product in 2018. Both the state and the city recorded 3.7%.

MAJOR INITIATIVES

Major initiatives	Progress in 2018/19
Progress design and delivery of the Civic Hall project	Construction of stage one works completed and the venue officially opened in March 2019. A range of community and commercial events programmed in the hall. Stage two works to commence in 2019/20.
Implement the Ballarat Economic program to facilitate investment and Ballarat jobs	The Economic Development team has contributed to key strategic projects including; Stage 1b Ballarat West Employment Zone, Creative Cities Strategy and the Bakery Hill and Bridge Mall Precinct Urban Renewal Plan. Key initiatives undertaken include Start Up Ballarat, Building Ballarat and PauseFest. Youth unemployment remains at record low levels, and strong investment in housing and construction projects is maintaining investment confidence. Major projects such as GovHub are further building local investment levels.
Generate CBD jobs	Bakery Hill and Bridge Mall Precinct Urban Renewal Plan and the completion of the Creative City Strategy are two integral pieces of work key to generating jobs within the CBD. Council has made a commitment to \$15 million of seed funding to commence the renewal of the CBD around Bridge Mall and Bakery Hill, to act as a catalyst for CBD jobs. The Better Approvals project is nearing completion and will help streamline processes, reduce red-tape and accelerate approval processes for new businesses.
Development and implement an Events, Arts and Culture Strategy (including film) and facilitate new regional and state significant events and festivals	The 2018–2028 Ballarat Events Strategy has been completed and is being incorporated into work practices of the City of Ballarat Events Unit. The strategy is also incorporated into the assessment and recommendations of Tourism Event grant applications. During development of the 2018-2028 Ballarat Events Strategy work also began on the Creative City Strategy to specifically address the needs of Arts and Culture development. As a result, the Events, Arts and Culture Strategy (including film) has been developed into the above two specific strategies. The facilitation and development of Filming in Ballarat has rested with Visit Ballarat therefore this has not been included in the Events Strategy. However, following the determination of Council to resume management of tourism services, filming will come under the full management of Council's Events Unit and will be incorporated into the 2018–2028 Ballarat Events Strategy.
Implement headline actions from the Ballarat Strategy	'10 Minute City' and 'City in a Landscape' key initiatives: <ul style="list-style-type: none"> • Compact City Housing Plan has commenced • Local area planning and township planning program is well progressed • Urban renewal program has progressed to encourage new economic activity and infill development • Integrated transport plan has commenced • \$9.3 million funding from TAC for the Cycling Action Plan implementation has progressed across a number of sites: construction was completed on a number of safety improvements on Sturt Street in the vicinity of major schools. • Urban Forest Action Plan adopted and major tree planting program to support 40 per cent canopy, targeted at suburbs vulnerable to heat stress, began in Wendouree. • City Design Studio has progressed with important amenity and streetscape projects to improve Ballarat's amenity and liveability. • Long Term Growth Options Investigation Review has been completed and a recommendation to Council expected late 2019.
Strengthen global partnerships and cultural relationships to create investment and job opportunities	City of Ballarat Economic Development unit continued to participate in UN Compact Cities program with RMIT. Ongoing international engagement with UNESCO and Historic Urban Landscape. City of Ballarat hosted a number of trade delegations. An International Engagement Strategy is under development. The Mayor delivered presentations at the World League of Historical Cities Conference in Bursa, Turkey, and at the Third Regional Conference of the Organisation of World heritage Cities Asia Pacific in Suzhou, China. Following the WLHC conference, the Mayor visited the United Kingdom and France to investigate examples of heritage and waste to energy best practice and creative arts opportunities. The Mayor also attended the 15th World Congress of the Organization of World Heritage Cities in Krakow, Poland. The Deputy Mayor represented City of Ballarat as part of a LaunchVic delegation to Shenzhen and Nanjing, China.

MAJOR INITIATIVES

Major initiatives	Progress in 2018/19
Complete township plans for Miners Rest, Buninyong and Warrenheip	Miners Rest Township Plan has progressed towards a final draft, with significant engagement with the local community. A final version of the plan is expected in late 2019. Buninyong and Warrenheip Township Plans will commence following the completion of Miners Rest and a Compact City Plan for the municipality.
Apply for an integrated funding model through the Australian Government's City Deals and Smart Cities programs	Strong advocacy maintained for regional or city deal, including direct discussions with the Australian Government on opportunities. \$350,000 received for Ballarat is Open – A Platform for Innovation, Data and Collaboration.
Adopt and deliver the Heritage Plan using the Historic Urban Landscape (HUL) approach including verandah restoration and upper level reuse projects	<p>Priorities from the adopted Heritage Plan: 'Our People, Culture, Place' continue to be delivered.</p> <ul style="list-style-type: none"> • Budget secured for restoration of the Town Hall ballroom. • Heritage grants research undertaken for verandah restoration project and an outreach service was introduced to support local businesses to restore heritage frontages and verandas. • Highly successful Ballarat Heritage and Design Excellence Awards held. • Attendance at UNESCO World Heritage Cities event in Krakow, Poland enabled global promotion of Ballarat's Heritage program.
Develop Ballarat as a leader in adaptive businesses capability, innovative manufacturing, arts and tourism	Worked with partner agencies to secure LaunchVic funding and run a range of programs supporting local innovation. Continue to work to deliver the Ballarat West Employment Zone Innovation Centre and Waste to Energy Plant. Tourism marketing services brought back in-house, and Ballarat is Open has commenced as a new platform for marketing the entire city for visitor economy, business, creative industries and other markets. Operation of Backspace Gallery and the Art Gallery of Ballarat. Application submitted for Ballarat to become a member of the UNESCO Creative Cities Network.
Develop Ballarat as a leader in digital transformation and ICT	Successfully hosted GiG as a platform for attracting the gaming industry, supported GovHack event, secured next MAVHack event to focus on innovative digital responses to waste management and education, provided support to emerging gaming industries. Progress towards Smart City delivery, including installation of Ballarat's first LoraWAN IoT gateway on City of Ballarat CBD offices, offering public access for the first time to the Internet of Things (IoT). Hosted PauseFest outreach, including keynote speaking event with Cecilia Ambrose, Head of Creative at Amazon Advertising US.
Complete the Ballarat Integrated Transport Action Plan	Community engagement on a series of transport mode-specific discussion papers commenced in June 2019 with the issues, opportunities and aspirations related to the train network. The 'Let's talk about transport' engagement will continue with other transport modes and issues throughout 2019. A final Integrated Transport Plan is expected for consideration by Council in early 2020.
Deliver the Ballarat Waste to Energy project	The Waste to Energy facility project for Ballarat has been impacted by a lack of Victorian Government policy direction. The project is currently suspended until the Victorian Government releases its Circular Economy Policy and Action Plan.
Developing an integrated Ballarat Health and Knowledge Precinct Masterplan that supports future development of the precinct	The Ballarat Health, Knowledge and City Living Precinct Master Plan has been developed and a range of consultation undertaken with key stakeholders and residents. The plan is now being integrated with the \$461.6 million major redevelopment plans for the Ballarat Base Hospital site and a final version of the master plan will be released as an integrated future vision for the area.

SERVICES

Services	Service description
Arts and Culture	Arts and Culture delivers the Creative City Strategy, supports community access to quality arts and cultural activities through facilitation and engagement programs.
Economic Development	Economic Development is focused on supporting existing businesses, attracting jobs and investment to Ballarat, and supporting a pro-business environment for Ballarat. To achieve the directive of the Council Plan, there is potential that this program may involve international travel.
Festivals and Events	Festivals and Events deliver and support a wide range of small and large civic, tourism, and community events and festivals. The events supported and delivered are selected based on the beneficial social outcomes that can be derived for the Ballarat community, as well as having a focus on the tourism and economic impact for the region. Events include ANZAC Day, Christmas, Australia Day, Ballarat Begonia Festival, White Night, Ballarat Winter Festival, and Ballarat Heritage Weekend.
Grants Attraction	Strategic Grants Attraction has a focus on securing more grants to support the delivery of the Council Plan (2017– 2021). Principally the service works with many business units across the City of Ballarat to plan, prepare and submit funding bids.
Project Management Office	The Project Management Office incorporates the major projects team, who plan for, partner in and deliver projects that achieve a sustainable commercial and industrial development, as well as key infrastructure projects that provide a high quality of life for a growing population.
Statutory Planning	Statutory Planning plays a key role in implementing the strategic land use direction set out in the Council Plan and Municipal Strategic Statement.
Strategic Planning, Urban Design, and Heritage	Strategic Planning leads the growth planning for the City of Ballarat, manages the Ballarat Planning Scheme and undertakes strategic land use planning to support growth and prosperity in the municipality. Urban Design leads Ballarat’s transformation as a Design Led City. The team also provided statutory referral services for statutory planning applications related to vegetation matters, open space planning, urban design, landscaping design, sustainable and active transport, and other related elements. Heritage provides statutory referral services for planning applications, coordinates the heritage grants program, provides advice to the community on heritage matters, advocates for restoration opportunities, coordinates Ballarat’s international historic city collaboration and partnerships with UNESCO and the World League of Historical Cities and the implementation of the Heritage Plan.
Tourism	The City of Ballarat provides funding to support the Ballarat tourism industry, identified as an emerging sector in the Ballarat economy. This funding is provided to deliver marketing, product development, industry development and research.



SUSTAINABILITY

To protect, maintain and enhance our built and natural assets

What this means

We will plan for growth to ensure our community's infrastructure and natural environment are protected and improved, and our city's connectivity is sustainably enhanced.

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2018/19 financial year in relation to the strategic indicators in the Council Plan 2017/2021.

Strategic indicator	Measure	Target	Result 2018/19	Comments
Communities able to demonstrate increased resilience, awareness of risk and active participation in preventative planning as defined in the National Disaster Resilience Framework (Source: Australian Emergency Management Institute reports)	Perceptions of neighbourhood - people are willing to help each other	Improvement in perceptions	72.40%	Data was reported by the Australian Institute of Emergency Management which is no longer operational. In the next financial year City of Ballarat will seek out an alternative measure for this Strategic Indicator.
Reduction in waste sent to landfill per capita greater than the state average (Source: Sustainability Victoria Annual Reports sustainability.vic.gov.au)	Diversion rate of household kerbside waste from landfill	Achieve 70% diversion of waste to landfill by 2022	47.14%	City of Ballarat continues to pursue additional funding for an all waste interchange to drive a reduction in the amount of waste to landfill, however the last two funding applications have been unsuccessful. In addition to this a preliminary business case has been developed for a Regional Materials Recovery Facility.
95% of annual Infrastructure and Environment Capital Delivery program completed	% of annual Infrastructure and Environment Capital Delivery program completed	95%	97%	City of Ballarat completes a minimum 95% of its annual capital works program. A 97% completion was achieved in the 2018/19 financial year.
Progress towards the 2025 targets of carbon neutrality and 100% renewables	Progress toward 2025 target of carbon neutrality of Council from 2017/18 level	100% Carbon Neutral	38, 207 t/ Co2e	The Carbon Neutrality and 100 Per Cent Renewables Action Plan endorsed by Council in 2019 established City of Ballarat's corporate emissions level as 39,000 tonnes per annum of carbon dioxide equivalent (t/Co2e) at June 30 2018. The 2019 result of 38,207t/Co2e represents a 2% reduction. The provision of kerbside green waste since 2016 has seen the level of landfill emissions reduce, which accounts for the majority of this reduction.
Meeting timelines, budget and quality measures	Satisfy Local Government Act requirements with regard to budget adoption, council plan, annual statement	Satisfy all legislative and regulatory reporting requirements	Achieved	As per the <i>Local Government Act 1989</i> , City of Ballarat met timelines with regard to budget adoption, council plan, and annual statement.



MAJOR INITIATIVES

Major initiatives	Progress in 2018/19
Advocate for improvements and investments in sustainable transport including rail and electric vehicles	A major ongoing advocacy program was undertaken to attract funding for the Ballarat Link Road, Warrenheip Station, with an ongoing contribution to the Ballarat Rail Line Action Committee. Additionally, City of Ballarat is partnering with major Victorian regional municipalities to develop a business case and advocate collectively for fast rail to service regional Victoria.
Deliver integrated waste management	Additional funding is still being sought for the development of an all waste interchange. Additional investigation into financial models for improved resource recovery at an all waste interchange has commenced.
Deliver the Renewable Energy Action Plan	The major action under this initiative, the delivery of the Carbon Neutrality and 100 Per Cent Renewables Action Plan was completed in 2018/19.
Beautification of entrances and boulevards	In 2018/19 City of Ballarat extended the Victoria Street gardens and resumed management of the Garden of the Grieving Mother site. Substantial roundabout and entrance plantings were also completed.
Deliver a sustainable approach to environmental management for Ballarat by working with community stakeholders; Central Victorian Greenhouse Alliance Action group; Catchment management and landcare groups; Clean Ballarat and; Regional Sustainability Alliance Ballarat	In 2018/19 City of Ballarat continued a working relationship with these major community groups.
Develop a state-of-the-art animal shelter facility for Ballarat and the region	City of Ballarat continued to explore a broader regional approach to deliver a cost-effective and state of the art facility, particularly in light of changes to Victorian Government legislation in respect to Domestic Animal Management which will place additional load on City of Ballarat delivery of this service.
Increase the level of government funding for maintaining core assets such as roads, bridges and drainage	Advocacy at both state and federal level for increased funding to this major suite of City of Ballarat's assets.
Facilitate a sustainable outcome for the relocation of the Ballarat Agricultural and Pastoral Society (BAPS)	Entered into a strategic partnership to assist in the transition of the showgrounds facility to the identified Mount Rowan site.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Continued to work with Corangamite CMA on the Yarrowee River and its tributaries and with the Glenelg Hopkins CMA in respect to the Burrumbeet Creek. Initiatives out of the Integrated Water Management Plan have seen funding submissions for waterways enhancement projects.
Deliver enhanced flood protection for Ballarat	Funding was achieved for Charlesworth Street flood mitigation works and completion of major flood studies across all urban waterways. Consultation commenced with respect to implementation of flood controls.

SERVICES

Services	Service description
Animal Control	Animal Management is a mandatory function of City of Ballarat and is guided under the <i>Domestic Animals Act 1994</i> . This includes animal registrations, investigation of dog attacks and breeding establishments, management of offleash areas and promotion of responsible pet ownership. This also includes the management of the Ballarat Animal Shelter.
Asset Management	Asset Management includes the maintenance of an Integrated Asset Management System and data registers, inspections of the City of Ballarat infrastructure assets, development and maintenance of asset management plans for the full suite of the City of Ballarat assets, including roads and associated infrastructure, drainage, facilities, open space, trees and ensuring the City of Ballarat has strategic asset management practices in place.
Ballarat Aerodrome	Ballarat Aerodrome is a significant aviation facility servicing western Victoria. The airport is an important infrastructure, economic and social asset for the City of Ballarat and currently accommodates a wide mix of beneficial activities including aviation businesses, recreational aviation uses, community hubs and emergency services operation.
Building and Facilities Management	Provide infrastructure management and maintenance across all classes of assets for the benefit of the community.
Building Control	Building Control is required to fulfil the City of Ballarat's statutory role under the <i>Building Act 1993</i> which includes investigating illegal building works, assessing applications for places of public entertainment permits, essential safety management and emergency management support as they relate to buildings.
Contract Supervision	The majority of the City of Ballarat's annual capital works program is delivered through an open public tender process. Contract Supervision leads the evaluation of tenders and the management of the contracts once they are awarded by City of Ballarat. The team also delivers projects and programs under \$125,000 by seeking quotations from approved contractors.
Design and Survey	Design and Survey facilitate the delivery of the City of Ballarat annual capital works program for roads and drainage projects by providing survey and design services enabling the City of Ballarat to provide in-house construction plans and specifications for every individual capital project that is sent to open public tender.
Development Facilitation	Ensure timely and effective delivery of infrastructure to service future sustainable communities in Ballarat in line with policy and legislation, and administer planning permit referrals, subdivision construction plan checking, subdivisional construction supervision, and stormwater drainage issues.
Environmental Health	Environmental Health is a statutory function of City of Ballarat, delivering permits and compliance for food safety, public health and wellbeing (noise and odour), environmental protection (asbestos, contaminated land), tobacco regulation, emergency management and domestic wastewater.
Infrastructure Construction	Most of the City of Ballarat's annual capital works program is delivered through an open public tender process. The balance of the program is delivered by the City of Ballarat's construction team, supplemented by highly competent contractors engaged through an approved supplier process.
Parks and Environment	Provide horticultural maintenance to the city's open space reserves. The service is broken up into seven key functional areas - Botanical Gardens, sports grounds, arboriculture, city entrances, parks maintenance, and trails and waterways.
Parking Management	Parking Management ensures the safe movement of vehicles within the municipality and ensures that turnover of vehicles attributes to the vibrancy of the CBD. Parking management includes on-street compliance, reactionary compliance under the <i>Road Safety Act 1986</i> and more broadly the implementation of the CBD Car Parking Action Plan.
Property Management	To manage and maintain the City of Ballarat's property portfolio including commercial and community tenanted buildings, public reserves, the Ballarat Airport and associated buildings, and two City of Ballarat-owned caravan parks.
Regulatory Services	Regulatory Services aims to protect the community and City of Ballarat amenity through education and enforcement of local laws and Victorian Government legislation. Key service areas include local laws, planning enforcement, asset protection and permit administration.
Road Maintenance	Road Maintenance is responsible for maintenance of the roads and road infrastructure throughout the municipality.
School Crossings	School Crossing Supervision to both primary and secondary schools is provided under a shared costing arrangement with VicRoads. The service stems from community expectations around City of Ballarat's continued delivery however is being reviewed by Victorian Government given the cost to City of Ballarat.
Traffic Management	The Traffic and Transport team provides and facilitates traffic management, road safety initiatives, Local Area Traffic Management and public transport infrastructure planning and delivery. This includes identifying and applying for funding opportunities, particularly the Australian Government Black Spot program to address eligible sites having recorded crash histories.
Waste	Includes transfer station, waste collection and management of the Smythesdale landfill.

SERVICE PERFORMANCE INDICATORS

The results of the Service Performance Indicators as prescribed by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* and which form part of the Report of Operations are listed below.

ANIMAL MANAGEMENT - Service performance indicators					
Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Timeliness AM1 - Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	4.59	4.22	6.63	6.43	The increasing trend for 2018FY and 2019FY is mainly due to operator error and the requests not being actioned in Pathway when completed. City of Ballarat is currently undertaking a review to ensure that this is actioned when completed going forward. In addition, City of Ballarat has had to deal with a few complex matters surrounding dog attacks and staff shortages which has delayed response times.
Service standard AM2 - Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	35.07%	37.92%	34.04%	46.80%	In September 2017, City of Ballarat resumed management of the Ballarat Animal Shelter from the RSPCA, which has resulted in more accurate recording of animals going in and out of the shelter. In addition, our opening hours are longer which has resulted in an increase in reclaimed animals. This trend has continued in the 2019FY.
Service cost AM3 - Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$48.04	\$51.01	\$118.92	\$96.76	In September 2017, City of Ballarat resumed management of the Ballarat Animal Shelter from the RSPCA, which has resulted in higher costs. However, we are receiving increased income (which this indicator doesn't take into account) to cover some of these costs. The cost of operation has dropped in the 2019FY due to settling down processes at the Animal Shelter.
Health and safety AM4 - Animal management prosecutions [Number of successful animal management prosecutions]	8.00	7.00	3.00	14.00	During the 2018FY there were three large cases which took up most of the time. In 2019FY we have also reviewed our systems and become more efficient in our processes.



FOOD SAFETY - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<p>Timeliness FS1 - Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	5.62	4.11	2.97	2.35	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. From the 2017FY, there has been training on how data is entered to ensure that we get greater accuracy on reporting for this indicator, as delays in data entry were skewing the original data.
<p>Service standard FS2 - Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100</p>	100.77%	101.79%	104.33%	103.06%	The reason for the percentage being over 100% is due to the fact that some businesses have closed since the assessment was completed, but prior to the end of the year. Also impacting this value is that some premises may transfer during the reporting period and are therefore subjected to additional assessments of the business under new ownership.
<p>Service cost FS3 - Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	\$481.53	\$530.35	\$527.61	\$463.84	In the 2019FY, the cost of food safety service dropped due to the Environmental Health Unit being under resourced for a period of time resulting in reduced expenditure on wages.
<p>Health and safety FS4 - Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	95.88%	100.00%	95.45%	96.55%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' have been reported by calendar year instead of financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Separate follow-up inspections are not always practical with non-compliances identified at events or markets which account for the majority of major non-compliances without a separate follow-up inspection. These are commonly followed up with education and/or immediate corrective action. The food business operator is also recorded as non-compliant with their registering authority to aid further monitoring through the StreaTrader system. Some variances may be due to some businesses closing before outstanding non-compliances are corrected.

OUR PERFORMANCE



ROADS - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Satisfaction of use R1 - Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	39.19	52.00	43.95	39.98	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the financial year, which led to more road deterioration (e.g. potholes) and in turn led to more requests. The variances across the years are based on the weather conditions that have taken place during the years.
Condition R2 - Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.66%	99.77%	99.77%	99.78%	
Service cost R3 - Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$124.79	\$143.93	\$73.33	\$168.35	In the 2019FY City of Ballarat's civil construction projects were constructed later in the financial year which led to inclement weather conditions, this along with the variance in construction specifications and recent increase in asphalt and other materials has led to a higher cost per project to reconstruct.
Service Cost R4 - Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.95	\$4.51	\$7.02	\$6.42	We undertook a review of how these amounts are calculated in the 2018FY, which has in turn led to more accurate reporting.
Satisfaction R5 - Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	58.90	55.00	59.00	58.70	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the financial year, which led to more road deterioration (e.g. potholes) and in turn led to dissatisfaction with the states of our local sealed roads.

OUR PERFORMANCE



WASTE COLLECTION - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Satisfaction WC1 - Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	164.05	148.90	166.44	192.89	As a result of further engagement with the community, the number of letters and communications with residents has increased over the past twelve months. We would expect to see this continue with issues such as bin placement, parked out areas, and contamination continuing to be addressed.
Service standard WC2 - Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.46	6.99	9.34	10.17	City of Ballarat continues to work with residents in some of the hard to get locations that maybe serviced at a later time, as this can lead to more requests for missed bins. In addition, route and driver changes in the 2018FY have lead to a further increase in number of bins being missed. City of Ballarat is currently investigating changes to minimise the missed bin requests.
Service cost WC3 - Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$103.70	\$104.63	\$111.09	\$111.37	
Service cost WC4 - Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$39.77	\$0.00	\$28.78	\$49.63	The nationwide recycling crisis has affected our costs as we have implemented our own solution to ensure recycling does not go to landfill. Hence this service is costing us more to implement than previous years.
Waste diversion WC5 - Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	32.43%	48.96%	47.14%	48.65%	From the 2017FY, City of Ballarat introduced a green waste service, this has increased the amount of tonnages being diverted from landfill, due to green waste not been included in the prior financial year's figures, as it wasn't a service provided by City of Ballarat.

OUR PERFORMANCE



STATUTORY PLANNING - Service performance indicators

Indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
Timeliness SP1 - Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	59.00	56.00	59.00	68.00	In the 2019FY, resources in the team have been unsettled and this has substantially contributed to the higher turnaround times as the team adjusts to more limited resources.
Service standard SP2 - Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	72.00%	76.84%	71.99%	64.48%	In the 2019FY, resources in the team have been unsettled and this has substantially contributed to the higher turnaround times as the team adjusts to more limited resources.
Service cost SP3 - Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$1,714.10	\$1,688.28	\$1,738.97	\$2,106.34	The number of applications received has been declining across all financial years, however, due to the increase in VCAT applications and staffing being considerably down, it has resulted in an increase of contractor and legal costs which has strongly influenced the department's overall direct costs in the latter financial years.
Decision making SP4 - Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	57.14%	100.00%	63.64%	71.43%	Due to the small amount of cases taken to VCAT each year it can generate larger variances. This was the case in the 2017FY. In the 2019FY, there were only two applications overturned (upheld) by VCAT, four in 2018FY, zero in 2017FY and three in 2016FY. This shows how little amounts can affect this indicator.

ACCOUNTABILITY

Provide strong and decisive leadership, and transparent governance.

What this means

We will provide open and transparent decision making, and lobby and improve our relationships with all levels of government to enhance our ability to deliver key projects and initiatives.

STRATEGIC INDICATORS

The following statement reviews the performance of the City of Ballarat during the 2018/19 financial year in relation to the strategic indicators in the Council Plan 2017–2021.

Strategic indicator	Measure	Target	Result 2018/19	Comments
Lobbying benefits to Ballarat	Project or changes successfully lobbied for. Amount of funding achieved / committed from Government	Increase in government funding coming to the City of Ballarat	41 grants received in 2018/19, an increase of 9 grants from 2017/18, across a range of programs and initiatives, totalling a value of \$13,322,183	A total of 41 grants were received in 2018/19. Grants were secured for initiatives across the City of Ballarat including Rural Access and Deaf Access programs, sport and recreation pavilions and reserve upgrades, family and children's service facilities, and strategic planning projects for Bakery Hill and the Latrobe Street saleyards site. A range of funding announcements were made on projects directly or indirectly related to our advocacy. City of Ballarat continues to advocate for Council priorities and projects and has developed an overarching advocacy strategy that guided our approach to the November 2018 Victorian election and May 2019 Australian election. City of Ballarat continued to lobby for commitments in the 2019/20 Australian Government Budget which was handed down in May. Our nuanced and considered approach includes engagement with key City of Ballarat stakeholders who represent major employers, advocacy groups and not-for-profits in the city. Connectivity, community and economy remain key focuses of this work. City of Ballarat continues to actively pursue all funding opportunities that align with Council Plan 2017–2021.
An increase in community satisfaction in relation to engagement	Community survey results for "Community consultation and engagement"	Increase from last financial year's result	Community consultation and engagement 2019 Index – 59.4 and is an increase from 58.9 last year	There was no significant change to these indicators from the 2018 result, with a slight increase for community consultation and engagement. This indicator remains higher than other Victorian regional centres.
Improvements to Council's financial sustainability ranking compared to regional city councils in Victoria (Source: Victorian Auditor General - Local Government Audit results produced annually and tabled in State Parliament)	Council's financial sustainability ranking compared to regional city councils in Victoria	Improvement from last financial year's result	Data not yet available	The 2019 result will be published by VAGO in late 2019. City of Ballarat maintained its ranking of 1 against other regional city councils in Victoria in 2018.
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction program)	Results from Service Review program	All services reviewed by 2021	Service reviews continued	Service reviews on City of Ballarat internal and external services continue to be progressed with a view to review all services by 2021. Programs reviewed in 2018/19 include immunisation services, recruitment, invoicing and the Ballarat Aquatic and Lifestyle Centre.

OUR PERFORMANCE

Strategic indicator	Measure	Target	Result 2018/9	Comments
Improved Customer Satisfaction Survey results in the City of Ballarat's overall performance	Community survey "Service performance overall"	Increase from last financial year's result	70.9	With an index score of 70.9, satisfaction with City of Ballarat's overall performance did not differ significantly from the result recorded in 2018 (72.0). Ballarat shows a substantially higher perception of performance when compared with other Victorian regional centres.
Improved Customer Satisfaction Survey results in Customer Service	Community survey "Customer service"	Improvement from last financial year's result	76.0, increased from 69.8 last year	At 76.0, satisfaction with City of Ballarat customer service was a statistically significant improvement on the 2018 score of 69.8 and the 2017 score of 70.5. The result compares with a result of 72 for other Victorian regional centres.
Number of grants received	Grants received	Increase year on year	41, increased from 32 in 2017/18	41 grants were received in 2018–19.
Number of lobbying activities annually	Lobbying activities conducted	At least two major lobbying activities conducted	Ballarat secured \$170 million for local projects during the Victorian election and \$10 million during the Australian election, lobbying activities to Canberra and the Victorian Parliament were conducted	City of Ballarat's advocacy and lobbying work intensified and focused in the lead up to the 24 November Victorian Election with an aim to secure maximum funding commitments for Ballarat's priority projects from the Government and from the Opposition. The advocacy and lobbying strategy proved to be extremely successful: Ballarat secured total election funding promises from the Victorian Government and the Opposition worth an estimated \$234.6 million. Promises from the Victorian Government totalling \$170.3 million will now be delivered following its re-election. The Australian Government committed \$10.1 million dollars toward Sovereign Hill's \$50 million Sovereign Hill Beyond Fifty project.
Number of opportunities for the community to engage with the City of Ballarat and Council annually	Community engagement activities conducted	N/A	City of Ballarat's mySay page recorded 26,400 visits in 2018–19 across 23 project engagement subjects	The Community Engagement division continues to engage and communicate with the community via various community administered Facebook pages, the Engaging Communities program and engagement via face to face, phone and email on a range of subjects, activities and events. City of Ballarat conducted 14 community engagement processes for health and wellbeing-based improvements at open space reserves including M.R. Power Park, Pioneer Park, Wyndholm Reserve, Wendouree Recreation Reserve, and Mount Pleasant Reserve. City of Ballarat's mySay page visits total of 26,400 was up from 24,000 in 2017/18. This indicates a growing trend in the Ballarat community towards online engagement.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	Complete Advocacy and Lobbying Framework	Framework completed and updated post Victorian and Australian elections. Regular updates to reflect changing circumstances and environments	City of Ballarat's advocacy and lobbying strategy continues to evolve and respond to the post-Victorian and Australian election environments. City of Ballarat continues to work proactively to leverage relationships with Australian Government members and seeking their funding support for these projects. Specifically, support is sought for a Ballarat Airport upgrade and accessibility and safety works at Her Majesty's Theatre.
Annual customer satisfaction survey completed by Council	Completion of community survey	Completed in accordance with Local Government Victoria Practice Notes	Completed	City of Ballarat conducted a Customer Satisfaction Survey in March 2018 with a final report to be presented to Council in the second half of 2019. As part of City of Ballarat's annual reporting process, the results will be shared widely with the community.

LOBBYING OUTCOMES FOR KEY PROJECTS

The following commitments have come about directly or indirectly from City of Ballarat's lobbying activities and strategies.

Funding for:

- **\$10 million – Her Majesty's Ballarat**
(project pitched by City of Ballarat and the Ballarat. Now and Into the Future advocacy campaign)
- **\$6.6 million – Mars Stadium amenity upgrades**
- **\$7.1 million – Wendouree Recreation and Community Hub** (project pitched by City of Ballarat)
- **\$2.5 million – Lake Wendouree Lighting/ Victoria Park** (project pitched by City of Ballarat)
- **\$3.7 million – Alfredton Recreation Reserve** (project pitched by City of Ballarat)
- **\$5 million – Sebastopol streetscapes** (project pitched by City of Ballarat)
- **\$5.2 million – Ballarat Sports Events Centre** (City of Ballarat has advocated for this project)
- **\$28.6 million – School upgrades**
– including Miners Rest Primary School
Lucas Primary School
- **\$3.5 million – Mt Rowan intersection**
- **\$5 million – Ballarat Food Hub**
- **\$6.5 million – Delacombe Primary School gym**
- **\$14 million – free parking**
- **\$350,000 – Smart Cities and Suburbs program funding**
- **\$4.5 million – Rural Councils Transformation program**
- **\$58.5 million – local roads and roundabouts** (project pitched by City of Ballarat)
- **\$350,000 grant – Wendouree Children's Centre** (project directly pitched by City of Ballarat)
- **\$300,300 – Ballarat Innovation and Research Collaboration for Health** (project directly pitched by City of Ballarat and Ballarat. Now and Into the Future)
- **\$450,000 – Russell Square lights** (project directly pitched by City of Ballarat)
- **\$188,000 – White Flat Oval** (project directly pitched by City of Ballarat)
- **\$82,000 – Ballarat Greyhound Racing Club upgrades**
- **\$125,000 – Ballarat and District Racing**
- **\$4 million – Dowling Forest** (City of Ballarat has previously advocated for this project)
- In addition, Ballarat can expect to benefit from more than \$600 million in Victorian Government announcements regarding fast rail, new trains and early parental programs
- **\$340 million – VLocity trains**
- **\$100 million – Fast rail, Ballarat to Melbourne**
- **\$232 million – Seven early parenting centres** including one in Ballarat



OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE WITH COUNCIL

Community magazines

The following quarterly magazine was maintained:

- myBallarat which was distributed to 46,500 homes

Dedicated websites

The following websites were maintained in 2018/19:

- Art Gallery of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Ballarat Animal Shelter
- Ballarat Botanical Gardens
- Ballarat Capital
- Ballarat Get into Games
- Ballarat Libraries
- Begonia Festival
- City of Ballarat
- Her Majesty's Theatre
- Ballarat Heritage Weekend
- myNews
- mySay
- Save Her Maj
- Ballarat Now and into the Future

The following websites were redesigned or introduced in 2018/19:

- City of Ballarat website: following a redesign, the new City of Ballarat website was launched in April 2019. The redesign features an improved user experience on mobile and tablet, updated content and improved security and reliability of the system

Targeted direct mail

- 8,400 users subscribe for email alerts / notices / updates across the City of Ballarat, up from 5,800 in 2017/18
- Users subscribe to topics that interest them, receiving tailored and relevant messages on items of their choice

Facebook

- Facebook.com/BallaratCityCouncil
- Page likes have increased year-on-year: 39,556 in 2018/19, a 5.86% increase from 37,368 in 2017/18

Dedicated Facebook accounts

The following new Facebook accounts were introduced in 2017/18:

- Eureka Centre Ballarat
- Public Art Ballarat

The following Facebook pages were maintained:

- Mayor of Ballarat
- Ballarat Aquatic and Lifestyle Centre
- Art Gallery of Ballarat
- Her Majesty's Theatre
- Ballarat Botanical Gardens
- Ballarat Koorie Engagement Action Group

- Intercultural Employment Pathways
- Parent Place Ballarat – City of Ballarat
- Intercultural Ambassador program City of Ballarat
- B'YOU Ballarat
- Making Brown Hill
- Making Learmonth
- Making Buninyong
- Making Sebastopol
- Making Miners Rest
- Making Wendouree
- Making Mount Pleasant
- Making Redan
- Deaf Access Ballarat and Surrounds
- Ballarat Libraries
- Ballarat Begonia Festival
- Ballarat Heritage Weekend
- Harmony Fest
- Summer Sundays

Twitter

- Twitter.com/CityofBallarat
- Followers have increased: 6,547 in 2018/19, which represents a 5.14% increase from 6,227 in 2017/18

Dedicated Twitter accounts

The following Twitter accounts were maintained:

- Mayor of Ballarat
- ArtGalleryBallarat
- HerMaj Ballarat
- Historic Urban Landscape (HUL)
- Ballarat Youth

Instagram

- 7,745 followers in 2018/19, which represents a 30.15% increase from 5,951 followers in 2017/18

Dedicated Instagram accounts

- Art Gallery of Ballarat
- Her Majesty's Ballarat
- BALC Ballarat
- B'Youballarat
- Ballarat Libraries

Youtube

- www.youtube.com/user/TheCityofBallarat
- 261 subscribers
- 83,956 video views in 2018/19, which represents a 211.15% increase from 26,981 views in 2017/18

LinkedIn

- linkedin.com/company/ballarat-city-council
- 4,050 followers in 2018/19, which represents a 72.71% increase from 2,345 followers in 2017/18

MAJOR INITIATIVES

Major initiatives	Progress in 2018/19
Advocate for Ballarat's priorities and enhance the city's reputation as the capital of Western Victoria	<p>City of Ballarat continues to advocate for Council's priorities and projects, and for initiatives which will benefit the broader region. City of Ballarat works actively and co-operatively as part of multiple regional advocacy organisations including Ballarat Rail Line Action Committee (BRAC), Western Highway Action Committee, Central Highlands Councils Victoria (CHCV), Regional Cities Victoria (RCV) and Regional Capitals Australia (RCA). Ballarat currently Chairs RCA and CHCV and has a place on the Board of RCV.</p> <p>City of Ballarat works closely with a range of local stakeholders who represent major employers, industry, health, education, advocacy organisations and not for profit groups.</p>
Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city	<p>City of Ballarat is a member of various industry bodies, Victorian and Australian Government groups, regional groups and the private sector. This includes the Municipal Association of Victoria (MAV), Committee for Ballarat, Australian Local Government Association and Central Highlands Councils Victoria.</p>
Ensure the City of Ballarat remains financially responsible and Council delivers transparent governance by making fewer decisions in camera	<p>City of Ballarat was ranked as low risk across all categories measured in the Victorian Local Government Audit 2017/18. The 2018/19 results will be published in late 2019. In camera decisions rose due to an increase in the number of contracts going to Council for approval.</p>
Engage and communicate with our community and other stakeholders	<p>City of Ballarat has continued to grow its online engagement with the launch of a new City of Ballarat website, and an increasing number of people engaged via the mySay page, the myNews electronic direct mail and City of Ballarat social media channels. Engagement processes were facilitated for a range of strategic planning, facilities and community development projects.</p>
Continue to roll-out the Engaging Communities program	<p>Over 20 community priority projects were resourced and delivered in Wendouree, Mount Pleasant and Lucas. Planning work commenced for new programs in Ballarat East, Ballarat North and Delacombe.</p>
Implement the Digital Strategy, better utilise innovative online engagement tools and make our information and data accessible to our community and stakeholders	<p>The Digital Strategy implementation continues. A key action of the strategy, the new City of Ballarat website, was launched in April 2019. The new website features an improved user experience on mobile and tablet, updated content and improved security and reliability of the system. Other projects currently nearing completion include a small business online application delivery which will ensure customers need only submit one form for small business approval.</p>
Improve Customer Service by promoting a culture of customer service excellence within the City of Ballarat	<p>Ongoing progress to improving customer service was completed. Measures included the expansion of the 'Ratelt' customer experience measurement system which now covers six City of Ballarat sites and saw over 18,000 feedback items submitted in 2018/19.</p>
Investigate and deliver shared local government services within the region	<p>City of Ballarat led a successful Rural Councils Transformation program submission. \$4.5 million has been provided to City of Ballarat as lead partner to deliver a shared services program with Pyrenees Shire, Hepburn Shire, Golden Plains Shire, Ararat Rural City and Central Goldfields Shire.</p>
Review business operations to drive financial and service improvements	<p>A program of service reviews continues to be delivered. Programs reviewed include immunisation services, recruitment, invoicing and the Ballarat Aquatic and Lifestyle Centre.</p>
Address gender equity and inclusion in all City of Ballarat plans and strategies	<p>City of Ballarat launched its Gender Equity Action Plan with a strategy of 50:50 by 2020 and if not, why not? This Action Plan covers a two-year period and is focussed on addressing gender inequities in the workplace. City of Ballarat also obtained a 'Free From Violence' grant for its 'Step Up' and 'Speak Out' programs. 'Step Up' was focussed on increasing the leadership skills of women in the organisation in 2018/19 and 'Speak Out' is designed to address everyday sexism in the workplace 2019/20. In addition, the Women's Network has been revamped and revitalised to encompass all women in the organisation with the aim of growing connectivity, support and focussing on personal and professional wellbeing.</p>

SERVICES

Major initiatives	Progress in 2018/19
Advocacy and Lobbying	Provides coordinated advocacy and lobbying to advance the strategic direction of City of Ballarat and attract funding for the delivery of key projects and policy.
Business Improvement	Business Improvement uses innovation, data and insight to co-create efficiencies and services with a customer focus, as well as driving a culture of innovation within Ballarat and continue to advance Ballarat as a smart city.
CEO Office	The CEO is the only staff member who is appointed by Council, the remainder of staff are appointed by the CEO. The CEO is responsible for managing the organisational structure of City of Ballarat, ensuring Council decisions are implemented, managing daily operations, and providing advice to Council.
Civic Support	This service includes management of civic receptions and events including citizenship ceremonies. Civic Support is responsible for Mayor and Councillor Support and provides high level, professional and confidential administrative support. The Civic Support service includes effective and professional management of communication and correspondence, diary management, event coordination stakeholder relationship management and management of the Mayor and Councillors to undertake their civic responsibilities.
Communications and Marketing	The unit's key role is to provide communication and issues management advice and implement key organisational communications and marketing strategies, for the Mayor, Councillors, CEO, directors, managers and staff.
Compliance	Compliance works collaboratively to deliver strategic and operational advice to Council, executive, managers and employees to support the broad range of services offered by City of Ballarat. Key areas include engagement with the community for statutory functions such as Council meeting management, agenda and minute preparation, delegations and authorisations, governance of special and advisory committees, managing Ombudsman complaints, coordination of Freedom of Information applications, privacy and data protection, and protected disclosures to statutory authorities.
Corporate Costs	Corporate costs provides for those incomes and expense streams that are directly related to individual services. Such income and expenditure streams as rates and depreciation are captured within this service area.
Financial Management	Financial Management provides overall advice to Council, CEO and Directors on current and future financial matters affecting the delivery of services/projects to the community. Financial management provides assistance to Council in the formulation of the annual budget and the annual revision of Council's Long Term Financial Strategy.
Financial Services	Financial Services is responsible for the administration of City of Ballarat's financial resources. The service maintains appropriate controls over City of Ballarat finances, providing advice to business units in their delivery of other services.
Fleet Management	Fleet Management is responsible for administrating City of Ballarat plant and equipment.
Hall Keeping	Hall Keeping provides exceptional hospitality and customer service standards to staff, Councillors, customers, and community members using the Ballarat Town Hall.
Human Resources	Human Resources supports the organisation in the management of its staff and volunteers. Services span the whole employment lifecycle and include providing advice on attraction, recruitment, induction and retention practices, maintenance and management of human resource data, industrial and employee relations and the coordination of work force planning, and learning and development activities.
Information Services	Information Services is responsible for providing information, technology, and communications services to support a broad range of business functions to over 800 consumers and 26 sites.
Payroll	The payroll function aims to provide the accurate and timely processing of payroll and the related activities of superannuation, taxation, statutory reporting and internal monthly, quarterly, and annual reporting.
Procurement	Procurement coordinates tendering services for contracts in accordance with legislative requirements and the City of Ballarat's Procurement Policy.
Records Management	The Records Management service is responsible for information management and compliance activities, as well as supporting the largely paper-based business practices prevalent across the City of Ballarat.
Revenue	Revenue has responsibility to levy and collect rates and charges, including the Victorian Government's Fire Services Property Levy, in accordance with legislation and City of Ballarat's adopted Rating Strategy.
Risk	The Risk Services function includes enterprise risk and insurance services and works collaboratively to deliver strategic and operational advice to Council, executive, managers, and employees to support the broad range of services offered by City of Ballarat. In addition, the unit is the strategic driver of enterprise, operational and project risk management for City of Ballarat services. The Risk Service also facilitates the procurement of all insurance classes and undertakes claims management in relation to issues of liability.
Safety	The Safety service is largely an internal service and works collaboratively to deliver strategic and operational advice to executive, managers, and employees to support the broad range of services offered by City of Ballarat. Safety is responsible for developing and implementing City of Ballarat safety management system (policy, procedures and online reporting function).

FINANCIAL REPORT

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Certification of the Financial Report

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Glenn Kallio CPA
Principal Accounting Officer

Date: 11th September, 2019
Ballarat

In our opinion the accompanying financial statements present fairly the financial transactions of the City of Ballarat for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council on 11th September, 2019 to certify the financial statements in their final form.

Samantha McIntosh
Councillor



11th September, 2019

Date:
Ballarat

Grant Tillet
Councillor



Date: 11th September, 2019
Ballarat

Justine Linley
Chief Executive Officer



Date: 11th September, 2019
Ballarat

Independent Auditor's Report

To the Councillors of the City of Ballarat

Opinion	<p>I have audited the financial report of the City of Ballarat (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2019 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
24 September 2019



Jonathan Kyvelidis

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	116,935	110,387
Statutory fees and fines	3.2	4,625	3,805
User fees	3.3	24,904	23,504
Grants - operating	3.4	30,602	25,921
Grants - capital	3.4	8,910	21,488
Contributions - monetary	3.5	10,324	3,164
Contributions - non-monetary	3.5	42,599	31,271
Net gain/(loss) on disposal of assets	3.6	198	886
Other income	3.7	5,590	5,522
Total Income		244,687	225,948
Expenses			
Employee benefits	4.1	62,393	59,731
Materials and services	4.2	65,404	61,377
Bad and doubtful debts	4.3	1,576	1,303
Depreciation and amortisation	4.4	37,016	31,806
Borrowing costs	4.5	2,004	2,211
Other expenses	4.6	6,434	3,377
Total Expenses		174,827	159,805
Surplus / (Deficit) for the Year		69,860	66,143
Other comprehensive income			
Net asset revaluation increment / (decrement)	6.1	64,920	27,632
Comprehensive Result		134,780	93,775

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	2,419	5,517
Other financial assets	5.1	85,754	83,378
Trade and other receivables	5.1	12,221	9,837
Inventories	5.2	418	342
Other assets	5.2	1,237	1,494
Total Current assets		102,049	100,568
Non-current assets			
Trade and other receivables	5.1	-	4
Property, infrastructure, plant and equipment	6.1	1,695,923	1,561,894
Intangible assets	5.2	1,340	83
Total Non-current assets		1,697,263	1,561,981
Total Assets		1,799,312	1,662,549
Liabilities			
Current liabilities			
Trade and other payables	5.3	9,416	11,714
Trust funds and deposits	5.3	6,338	6,195
Provisions	5.5	15,668	14,504
Interest-bearing loans and borrowings	5.4	3,910	4,073
Total Current liabilities		35,332	36,486
Non-current liabilities			
Provisions	5.5	10,123	5,310
Interest-bearing loans and borrowings	5.4	35,717	39,627
Total Non-current liabilities		45,840	44,937
Total Liabilities		81,172	81,423
Net Assets		1,718,140	1,581,126
Equity			
Accumulated surplus		1,140,620	1,071,630
Reserves	9.1	577,520	509,496
Total Equity		1,718,140	1,581,126

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2019

	Note	Total 2019 \$'000	Accumulated Surplus 2019 \$'000	Revaluation Reserve 2019 \$'000	Other Reserves 2019 \$'000
Balance at beginning of the financial year		1,581,126	1,071,630	499,784	9,712
Found assets	9.3	1,396	1,396	-	-
Adjusted balance at beginning of financial year		1,582,522	1,073,026	499,784	9,712
Surplus / (Deficit) for the year		69,860	69,860	-	-
Changes in Accounting Standards adjustment	4.3	838	838	-	-
Net asset revaluation increment / (decrement)	9.1	64,920	-	64,920	-
Transfer to other reserves	9.1	-	(3,104)	-	3,104
Balance at end of the financial year		1,718,140	1,140,620	564,704	12,816

	Note	Total 2018 \$'000	Accumulated Surplus 2018 \$'000	Revaluation Reserve 2018 \$'000	Other Reserves 2018 \$'000
Balance at beginning of the financial year		1,483,281	1,004,432	472,152	6,697
Found assets	9.3	4,070	4,070	-	-
Adjusted balance at beginning of financial year		1,487,351	1,008,502	472,152	6,697
Surplus / (Deficit) for the year		66,143	66,143	-	-
Net asset revaluation increment / (decrement)	9.1	27,632	-	27,632	-
Transfer to other reserves	9.1	-	(3,015)	-	3,015
Balance at end of the financial year		1,581,126	1,071,630	499,784	9,712

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		116,313	110,429
Statutory fees and fines		3,396	3,764
User fees		25,289	27,434
Grants - operating		30,701	26,024
Grants - capital		9,128	34,774
Contributions - monetary		10,977	3,197
Interest received		2,231	2,028
Trust funds and deposits taken		2,716	3,050
Other receipts		3,162	3,732
Net GST refund		10,344	9,812
Employee costs		(62,496)	(60,266)
Materials and services		(77,578)	(78,818)
Trust funds and deposits repaid		(1,429)	(408)
Other payments		(6,752)	(2,632)
Net cash provided by (used in) operating activities	9.2	66,002	82,120
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(61,293)	(64,790)
Proceeds from sale of property, infrastructure, plant and equipment		642	1,132
Payments for investments		(239,505)	(202,159)
Proceeds from sale of investments		237,129	166,975
Payments of loans and advances		4	8
Net cash provided by (used in) investing activities		(63,023)	(98,834)
Cash flows from financing activities			
Finance costs		(2,004)	(2,211)
Repayment of borrowings		(4,073)	(4,394)
Net cash provided by (used in) financing activities		(6,077)	(6,605)
Net increase/(decrease) in cash and cash equivalents		(3,098)	(23,319)
Cash and cash equivalents at the beginning of the financial year		5,517	28,836
Cash and cash equivalents at the end of the financial year	5.1	2,419	5,517
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

Statement of Capital Works

As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Property			
Land		210	2
Land improvements		212	989
Total Land		422	991
Buildings		21,309	11,173
Heritage buildings		10,589	3,138
Building improvements		3,869	3,034
Total Buildings		35,767	17,345
Total Property		36,189	18,336
Plant and equipment			
Plant, machinery and equipment		2,625	2,161
Artworks		46	55
Fixtures, fittings and furniture		594	221
Computers and telecommunications		2,381	378
Library books		375	383
Total Plant and Equipment		6,021	3,198
Infrastructure			
Roads		12,990	28,905
Bridges		204	9
Footpaths and cycleways		862	1,222
Drainage		1,431	1,052
Recreational, leisure and community facilities		1,663	4,603
Waste management		360	3,084
Parks, open space and streetscapes		805	1,493
Off-street car parks		-	186
Other infrastructure		1,387	2,287
Total Infrastructure		19,702	42,841
Total Capital Works Expenditure		61,912	64,375
Represented by:			
New asset expenditure		21,296	31,313
Asset renewal expenditure		32,456	28,653
Asset upgrade expenditure		7,842	3,249
Asset expansion expenditure		318	1,160
Total Capital Works Expenditure		61,912	64,375

OVERVIEW

Introduction

The City of Ballarat was established by an Order of the Governor in Council on 6th of May 1994 and is a body corporate.

Council's main office is located at the Town Hall in Sturt Street, Ballarat. Council's main customer service centre is in the Phoenix Building, 25 Armstrong Street South, Ballarat (located behind the Town Hall).

The purpose of Council is to:

- provide for the peace, order and good government of its municipal district;
- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life for people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges; and
- to ensure transparency and accountability in Council decision making.

External Auditor - Victorian Auditor-General's Office

Internal Auditor - Pitcher Partners

Bankers - National Australia Bank

Website address - www.ballarat.vic.gov.au

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Statement of Capital Works and Notes accompanying these financial statements.

The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Notes to the Financial Statements

For the Year Ended 30 June 2019

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1).
- the determination of employee provisions (refer to Note 5.5 (a)).
- the determination of landfill provisions (refer to Note 5.5 (b)).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

(c) Rounding

Amounts in the Financial Report have been rounded to the nearest thousand dollars unless otherwise stated. Some figures in the financial statement may not equate due to rounding.

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the greater of 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The Budget figures detailed below are those adopted by Council on the 27th of June, 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The Budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and Expenditure	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Income					
Rates and charges	115,761	116,935	1,174	1.01%	
Statutory fees and fines	3,969	4,625	656	16.53%	1
User fees	24,206	24,904	698	2.88%	
Grants - operating	15,274	30,602	15,328	100.35%	2
Grants - capital	13,561	8,910	(4,651)	-34.30%	3
Contributions - monetary	8,859	10,324	1,465	16.54%	4
Contributions - non-monetary	22,402	42,599	20,197	90.16%	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	198	198		
Other income	3,754	5,590	1,836	48.91%	6
Total Income	207,786	244,687	36,901	17.76%	
Expenses					
Employee costs	64,786	62,393	2,393	3.69%	7
Materials and services	63,691	65,404	(1,713)	-2.69%	8
Bad and doubtful debts	460	1,576	(1,116)	-242.61%	9
Depreciation and amortisation	32,649	37,016	(4,367)	-13.38%	10
Borrowing costs	2,000	2,004	(4)	-0.20%	
Other expenses	2,032	6,434	(4,402)	-216.63%	11
Total Expenses	165,618	174,827	(9,209)	-5.56%	
Surplus/(deficit) for the year	42,168	69,860	27,692	65.67%	

(i) Explanation of material variations

Variance Ref	Explanation
1	Increased development in the Municipality has given rise to an increase in planning and subdivisions fees during the period. Communications to increase awareness of animal owners' registration obligations, and greater enforcement of these local laws have also seen an increase in licencing and registration fee revenue.
2	The Australian Government brought forward payment of \$6.614m being approximately half of Council's financial assistance grant allocation for the 2019-2020 financial year. Council received a Rural Council Transformation program Grant of \$4.500m in June that was not included in the 2019 Budget. Council received these funds as the lead Council in exploring possible shared service delivery solutions with neighbouring Local Government bodies in the region.
3	Budgeted capital grants from the Safe System Road Infrastructure Program (SSRIP) from VicRoads (\$6.000m), and funding towards a Waste to Energy Plant (\$5.000m) were not received during the 2019 financial year. There were also additional grant funds received for other capital projects totalling \$6.349m that were not included in the budget for 2019.

- 4 Additional Federal contributions towards the construction of the Ballarat Sports and Entertainment Centre of \$5.860m and an additional \$0.820m to other Council programs were not included in the budget in 2019. Council also budgeted for an additional \$5.215m in monetary contributions from developer contributions that were received as non-monetary contributions.
- 5 Increased development in the City has resulted in a much higher level of donated developer assets. Infrastructure assets valued at \$38.607m were contributed to Council during the year.
- 6 Interest income was higher than budget due to cash holdings being higher than projected during the period.
- 7 Employee costs for the 2019 financial year were less than budgeted due to recruitment into new and existing positions occurring later in the period. Council also benefited from its Workcover insurance premium for 2019 being less than expected.
- 8 Contributions towards the development of the Ballarat West Employment Zone totalling \$3.2m had been allocated in other areas of Councils budget.
- 9 Changes to the Australian Accounting Standards (AASB 9) requiring application of an expected loss model for calculation of provision for doubtful debts gave rise to a variation to budget.
- 10 Significant increases in Road Pavement valuations and further activities in Councils Landfill operations have resulted higher depreciation and amortisation expenses in 2019.
- 11 Further activities in Councils Landfill operations have required Council to recognise an increase in the rehabilitation obligations associated with the site. This has resulted in an additional provision of \$3.194m over the next 34 years.

Note 1 Performance against budget (cont.)

1.2 Capital Works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Property					
Land	3,367	210	(3,157)	-93.76%	1
Land improvements	-	212	212		
Total Land	3,367	422	(2,945)	-87.47%	
Buildings	4,776	21,309	16,533	346.17%	2
Heritage buildings	-	10,589	10,589		2
Building improvements	13,842	3,869	(9,973)	-72.05%	2
Total Buildings	18,618	35,767	17,149	92.11%	
Total Property	21,985	36,189	14,204	64.61%	
Plant and Equipment					
Plant, machinery and equipment	3,490	2,625	(865)	-24.79%	3
Artworks	-	46	46		
Fixtures, fittings and furniture	-	594	594		
Computers and telecommunications	6,291	2,381	(3,910)	-62.15%	4
Library books	379	375	(4)	-1.06%	
Total Plant and equipment	10,160	6,021	(4,139)	-40.74%	
Infrastructure					
Roads	13,473	12,990	(483)	-3.58%	
Bridges	964	204	(760)	-78.84%	5
Footpaths and cycleways	1,183	862	(321)	-27.13%	6
Drainage	1,276	1,431	155	12.15%	7
Recreational, leisure and community facilities	15,749	1,663	(14,086)	-89.44%	8
Waste management	1,028	360	(668)	-64.98%	9
Parks, open space and streetscapes	5,325	805	(4,520)	-84.88%	10
Off-street car parks	-	-	-		
Other infrastructure	30,271	1,387	(28,884)	-95.42%	11
Total Infrastructure	69,269	19,702	(49,567)	-71.56%	
Total Capital Works Expenditure	101,414	61,912	(39,502)	-38.95%	
Represented by:					
New asset expenditure	25,254	21,296	(3,958)	-15.67%	
Asset renewal expenditure	51,827	32,456	(19,371)	-37.38%	
Asset upgrade expenditure	24,333	7,842	(16,491)	-67.77%	
Asset expansion expenditure	-	318	318		
Total Capital Works Expenditure	101,414	61,912	(39,502)	-38.95%	

(i) Explanation of material variations

Variance Ref	Explanation
1	Expected land purchases within the Ballarat West DCP zone have been delayed until the till 2019-2020 financial year.

- 2 Additional funding was received during the year for the construction of the Ballarat Sports and Entertainment Centre. Building improvements for Heritage Buildings were not recorded separately within Councils Budget.
- 3 Due to extending useful life of some Plant & Equipment, expenditure on Plant & Equipment is less than budgeted.
- 4 Expenditure on specific technology projects and other business improvement strategies was not fully expended in the 2019 financial year. These will be delivered in 2020.
- 5 Planned expenditure on Bridge works have been deferred until the 2020 financial year.
- 6 Actual expenditure on Infrastructure budget has been recognised in alternative assets classes within the Councils fixed asset allocations.
- 7 Actual expenditure on Infrastructure budget has been recognised in alternative assets classes within the Councils fixed asset allocations.
- 8 Council revised its budget during 2019 to accommodate a \$10 million loan proposal from a Victorian Treasury Funding program for Recreational, Leisure and Community infrastructure. Expenditure was delayed due to loan not being funded in the 2019 financial year.
- 9 Expenditure on further capital works and rehabilitation costs at Councils Landfill operations were deferred until the 2020 financial year.
- 10 Contributions towards the development of the Ballarat West Employment Zone totalling \$3.2m were reclassified and allocated to other areas of Councils budget.
- 11 Actual expenditure on Infrastructure budget has been recognised in alternative assets classes within the Councils fixed asset allocations. \$10 million connected to Councils proposed Waste to Energy plant did not commence during the financial year. Ballarat West DCP zone capital expenditure on infrastructure has been delayed with increased developer contributions coming from this area.

Note 2 Analysis of Council results by program

2.1 Council activity programs

Council delivers its functions and activities through the following programs:

(a) Business Services

The Business Services department provides corporate management, support and governance to the organisation, ensuring that the business complies with and meets all its statutory obligations required by a local government authority. It services the organisation with fleet management, information and technology support, safety and risk management, as well as financial and revenue services.

Community Development

The Community Development department provides a broad range of community services and support programs that enhance the quality of life for Ballarat residents. These services relate to home and personal care in aged care, maternal and child health, and people with special needs. It also builds our communities through delivery of major projects, community engagement, youth services, cultural diversity, sport and active living, and our learning and community hubs.

Development and Planning

Development and Planning is responsible for managing the strategies for positive future developments within the municipality that builds the long term economic prosperity of the city. It also promotes our city as a cultural destination by managing Her Majesty's Theatre, the Art Gallery of Ballarat, the Eureka Centre and facilitating a broad range of community events.

Infrastructure and Environment

Infrastructure and Environment are responsible for designing and maintaining the network of Council assets. They do this by providing the planning, development and delivery of community infrastructure including our buildings, roads, drainage, recreational and open spaces, parks and gardens, and water ways. It also provides our municipality with regulatory and waste management services, with an environmentally conscious and sustainable underpinning.

Innovation and Organisational Improvement

The Innovation and Organisational Improvement department manage the people within Council and enhance Council processes to deliver efficient and sustainable work practices, for improved customer experiences. They provide strategic and corporate communications across multiple delivery platforms as well as provide support to the Mayor and Councillors.

Office of the Chief Executive Officer

The Office of the Chief Executive Officer has the overall responsibility for managing Council as an organisation. They develop and manage delivery of the long term strategic plans of Council.

Note 2 Analysis of Council results by program (cont).**2.2 Summary of results by program**

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
Business Services	149,856	(50,270)	99,586	17,661	1,799,312
Community Development	23,452	(32,669)	(9,217)	13,309	-
Development and Planning	13,353	(20,866)	(7,513)	4,855	-
Infrastructure and Environment	57,437	(63,940)	(6,503)	3,239	-
Innovation and Organisational Improvement	515	(6,489)	(5,974)	448	-
Office of the Chief Executive Officer	74	(593)	(519)	-	-
	244,687	(174,827)	69,860	39,512	1,799,312

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Business Services	135,185	(44,609)	90,576	13,433	1,662,549
Community Development	23,192	(32,077)	(8,885)	12,409	-
Development and Planning	10,092	(18,311)	(8,219)	5,905	-
Infrastructure and Environment	57,276	(57,438)	(162)	15,633	-
Innovation and Organisational Improvement	74	(6,733)	(6,659)	29	-
Office of the Chief Executive Officer	129	(637)	(508)	-	-
	225,948	(159,805)	66,143	47,409	1,662,549

2019 **2018**
\$'000 **\$'000**

Note 3 Funding for the delivery of Council services

Note 3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the City of Ballarat.

The valuation base used to calculate general rates for 2018/19 was \$19,480 million (2017/18 \$17,584 million). The 2018/19 rate in the dollar was 0.4159 cents (2017/18 0.4356 cents).

General rates	98,583	93,807
Waste management charge	17,886	15,943
Special rates and charges	148	319
Interest on rates	254	256
Revenue in lieu of rates	64	62

Total Rates and charges	116,935	110,387
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The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied for the rating year commencing 1 July 2018.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Note 3.2 Statutory fees and fines

Dog and cat registrations and fines	1,079	804
Health licences and fees	676	688
Land Information Certificates	134	142
Local law permits	91	138
Sale of valuations	294	37
Subdivision supervision and certification fees	1,146	873
Town planning fees and certificates	1,205	1,123

Total Statutory fees and fines	4,625	3,805
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Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Note 3.3 User fees

Aged services fees	483	613
Art Gallery of Ballarat	1,055	1,148
Ballarat Aquatic and Lifestyle Centre	4,433	4,199
Building and scaffolding fees	769	472
Child care centres and kindergartens	1,424	1,994
Family day care	322	326
Her Majesty's Theatre	106	626
Landfill operations	4,453	3,551
Library services	1,036	937
Meals on wheels	356	401
Parking fees, fines and charges	6,937	6,038
Recreation income	834	716
Transfer station	695	612
Other	2,001	1,871

Total User fees	24,904	23,504
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User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

	2019 \$'000	2018 \$'000
Note 3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,468	20,616
State funded grants	21,044	26,793
Total Grants	39,512	47,409
Operating grants		
<i>Recurrent - Commonwealth Government</i>		
Financial assistance grants	12,919	13,330
Aged care	1,068	1,071
Child and family day care	3,025	2,966
Other	839	813
<i>Recurrent - State Government</i>		
Aged care	3,686	4,228
Arts	304	297
Community safety	267	166
Libraries	679	680
Maternal and child health	708	778
School crossing supervision	387	364
Other	1,094	916
Total Recurrent operating grants	24,976	25,609
Operating grants		
<i>Non-recurrent - Commonwealth Government</i>		
Other	12	-
<i>Non-recurrent - State Government</i>		
Community health	-	35
Arts	-	87
Recreation	76	3
Recycling	93	94
Rural Transformation	4,500	-
Smart Cities	251	-
Other	694	93
Total Non-recurrent operating grants	5,626	312
Total Operating grants	30,602	25,921
Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Roads	205	2,436
<i>Recurrent - State Government</i>		
Roads	177	705
Total Recurrent capital grants	382	3,141

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	2019 \$'000	2018 \$'000
Note 3.4 Funding from other levels of government (cont.)		
<i>Non-recurrent - Commonwealth Government</i>		
Other	400	-
<i>Non-recurrent - State Government</i>		
Buildings	4,057	5,742
Recreation	1,672	738
Roads	2,224	11,859
Other	175	8
Total Non-recurrent capital grants	8,528	18,347
Total Capital grants	8,910	21,488
Total Grants	39,512	47,409

Conditions on grants

Balance at start of year	6,485	6,842
Received during the financial year and remained unspent at balance date	7,322	3,847
Received in prior years and spent during the financial year	(5,305)	(4,204)
Balance at year end	8,502	6,485

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal).

Note 3.5 Contributions

Monetary	10,324	3,164
Non-monetary	42,599	31,271
Total Contributions	52,923	34,435

Contributions of non-monetary assets were received in relation to the following asset classes:

Artworks	159	844
Drainage*	19,655	13,848
Computers and telecommunications	-	15
Footpaths*	3,687	2,240
Land	1,529	1,630
Land under roads	2,305	1,265
Other Infrastructure	-	102
Plant, machinery and equipment	-	29
Parks, open space and street scapes	83	414
Recreation, leisure and community*	91	88
Roads*	15,090	10,781
Other	-	15
Total Non-monetary contributions	42,599	31,271

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

	2019	2018
	\$'000	\$'000

Note 3.5 Contributions (cont.)

* During the financial year ending 30 June 2019 it was uncovered that a number of infrastructure assets totalling \$8.952 million that had been transferred to Council relating to previous reporting periods.

Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the value being less the 1% of Council's written down value of infrastructure assets, the amount does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 6.1).

Note 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	588	1,029
Write down value of assets disposed	(390)	(143)
Total Net gain/(loss) on disposal of property, infrastructure, plant and equipment	198	886

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Note 3.7 Other income

FBT staff reimbursement	139	216
Insurance recoveries	500	297
Interest	2,231	2,028
Legal expenses recovered	234	285
Property rentals	1,442	1,698
Reimbursements	396	681
WorkCover reimbursement	197	289
Asset revaluation increment offset*	425	-
Other	26	28
Total Other income	5,590	5,522

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

* The 2019 Asset revaluation increment offset represents a recoupment of an asset revaluation reserve deficit from prior financial years. (Refer Note 9.1).

Note 4 The cost of delivering Council services**Note 4.1(a) Employee costs**

Wages and salaries	51,077	48,846
Casual staff	3,293	3,114
Superannuation	5,043	4,689
Fringe benefits tax	197	207
WorkCover	1,060	1,322
Other overheads and related costs	1,723	1,553
Total Employee costs	62,393	59,731

FINANCIAL REPORT

	2019 \$'000	2018 \$'000
Note 4.1(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	461	498
Employer contributions - other funds	-	-
	461	498
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,783	2,700
Employer contributions - other funds	1,799	1,491
	4,582	4,191
Employer contributions payable at reporting date.	-	-
<i>Refer to Note 9.4 for further information relating to Council's superannuation</i>		

Note 4.2 Materials and services

Contract payments		
- Active ageing	1,303	1,081
- Development and planning	3,390	95
- Economic partnerships	2,090	1,846
- Engaged communities	1,087	1,072
- Environmental services	9,839	8,706
- Events and the arts	6,074	7,728
- Family and children's services	2,265	2,474
- Information services	1,122	1,156
- Parks and gardens	6,190	5,869
- Property and facilities management	3,390	3,202
- Regulatory services	953	1,248
- Road maintenance	2,387	1,939
- Other operations	5,522	6,004
Building maintenance	1,045	988
Consultants	376	463
General maintenance	4,139	3,437
Information technology	2,087	1,676
Insurance	1,052	1,365
Office administration	5,322	6,240
Utilities	5,771	4,788
Total Materials and services	65,404	61,377

Note 4.3 Bad and doubtful debts

Active ageing	13	16
Animal control	547	427
Child care services	114	15
Local laws debtors	33	37
Other debtors	1,023	9
Parking management	(176)	497
Property management	22	302
Total Bad and doubtful debts	1,576	1,303

	2019 \$'000	2018 \$'000
Note 4.3 Bad and doubtful debts (cont.)		
a) Movement in provisions for doubtful debts		
Balance at the beginning of the year	(2,466)	(1,806)
New provisions recognised during the year	335	(712)
Amounts already provided for and written off as uncollectible	366	52
Amounts provided for but recovered during the year	9	-
Balance at end of year	(1,756)	(2,466)

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment. Bad debts are written off when identified.

The Expected Credit Loss model is the new model required by Council under changes to AASB 9 that come into effect for the first time in the financial year ended 30 June, 2019.

The transitional arrangements prescribed under this model, require Council to recalculate opening balances for its Provisions for Doubtful Debts and record movements against Accumulated Surplus. As part of the recalculation a downward reduction of \$0.838m has been recorded as an adjustment to opening Accumulated Surplus. (Refer also Note 5.1c and Statement of Changes in Equity).

Note 4.4 Depreciation and amortisation

Plant and equipment	3,956	3,861
Property	3,916	3,864
Infrastructure	28,638	23,970
Intangible assets	506	111
Total Depreciation and amortisation	37,016	31,806

Refer to Note 5.2 and Note 6.1 for a more detailed breakdown of depreciation and amortisation charges and policy.

Note 4.5 Borrowing costs

Interest - Borrowing costs	2,004	2,211
Total Borrowing costs	2,004	2,211

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

Note 4.6 Other expenses

Auditors remuneration internal	159	81
Auditors remuneration VAGO	94	92
Councillors' allowances	375	368
Election expenses	5	68
Operating leases	1,271	1,216
Asset revaluation decrement expense*	325	1,083
Landfill rehabilitation provision	3,193	459
Other	1,012	10
Total Other expenses	6,434	3,377

* The 2019 Asset revaluation decrement expense represents the decrease in the value of Council assets in excess of the asset revaluation reserve balances for the following asset classes: Recreation, leisure and community \$0.325m (2017/18 \$0.956m and Off-street carparks \$0.125m) (Refer Note 9.1).

	2019 \$'000	2018 \$'000
Note 5 Council's financial position		
Note 5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	10	12
Cash at bank	2,409	5,505
Total Cash and cash equivalents	2,419	5,517
(b) Other financial assets		
Term deposits - current	85,752	83,376
Shares in other companies	2	2
Total Other financial assets	85,754	83,378
Total Financial assets	88,173	88,895
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 5.3)	6,338	6,195
Total Restricted funds	6,338	6,195
Total Unrestricted cash and cash equivalents	(3,919)	(678)
While it is noted that the total unrestricted cash and cash equivalents indicator shows a deficit as at 30 June 2019, Council has additional cash reserves held as term deposits disclosed in Other financial assets. With the recognition of these balances totalling \$85.752m (2017/18: 83.376m), Council has a sufficient funds to meet obligations concerning its externally restricted holdings.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works and funded programs	36,141	41,555
- Reserve funds (Note 9.1)	12,816	9,712
Total Funds subject to intended allocations	48,957	51,267
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.		
Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	3,968	3,346
Parking infringement debtors	3,296	2,714
Provision for doubtful debts - parking infringements	(734)	(1,413)
<i>Non statutory receivables</i>		
Loans and advances to community organisations	4	9
Government grants	1,168	1,154
Other debtors	5,541	5,080
Provision for doubtful debts - other debtors	(1,022)	(1,053)
	12,221	9,837

	2019 \$'000	2018 \$'000
(c) Trade and other receivables (cont.)		
Non-current		
<i>Non statutory receivables</i>		
Loans and advances to community organisations	-	4
	-	4
Total Trade and other receivables	12,221	9,841

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

a) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's receivables (excluding statutory receivables) was:

Current (not yet due)	4,364	3,402
Past due by up to 30 days	813	822
Past due between 31 and 180 days	210	142
Past due between 181 and 365 days	143	1,078
Past due by more than 1 year	1,179	790
Total Trade and other receivables	6,709	6,234

b) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$2,344,531.79 (2017/18: \$999,712) were impaired. The amount of the provision raised against these debtors was \$882,675.69 (2017/18: \$336,375). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	130	-
Past due between 31 and 180 days	90	4
Past due between 181 and 365 days	77	312
Past due by more than 1 year	586	20
Total Trade and other receivables - individually impaired	883	336

Note 5.2 Non-financial assets

(a) Inventories

Inventories held for distribution	216	190
Inventories held for sale	202	152
Total Inventories	418	342

Inventories held for distribution are measured at cost and adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

(b) Other assets

Prepayments	881	944
Accrued income	356	550
Total Other assets	1,237	1,494

	2019 \$'000	2018 \$'000
Note 5.2 Non-financial assets (cont.)		
(c) Intangible assets		
Landfill air space	1,340	83
Total Intangible assets	1,340	83
	Landfill air space \$'000	Total \$'000
Gross carrying amount		
Balance at 1 July 2018	304	304
Additions from internal developments	1,763	1,763
Balance at 30 June 2019	<u>2,067</u>	<u>2,067</u>
Accumulated amortisation and impairment		
Balance at 1 July 2018	(221)	(221)
Amortisation expense	(506)	(506)
Balance at 30 June 2019	<u>(727)</u>	<u>(727)</u>
Net book value at 30 June 2018	<u>83</u>	<u>83</u>
Net book value at 30 June 2019	<u>1,340</u>	<u>1,340</u>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

	2019 \$'000	2018 \$'000
Note 5.3 Payables		
(a) Trade and other payables		
Trade payables	6,996	9,335
Wages payable	2,299	2,246
Accrued loan expense	121	133
Total Trade and other payables	9,416	11,714
(b) Trust funds and deposits		
Majestix deposits and trust funds	284	27
Art Gallery deposits and trust funds	100	29
Contract retentions and securities	142	344
Subdivision holding fees	3,250	3,135
Botanic Gardens Community Fund	5	133
Eureka Centre trust fund	38	-
Fire services property levy	1,159	1,212
Other deposits and trusts	1,360	1,315
Total Trust funds and deposits	6,338	6,195

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited.

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 5.4 Interest-bearing liabilities

Current		
Borrowings - secured	3,910	4,073
	3,910	4,073
Non-current		
Borrowings - secured	35,717	39,627
	35,717	39,627
Total Interest-bearing loans and borrowings	39,627	43,700

	2019	2018
	\$'000	\$'000
Note 5.4 Interest-bearing liabilities (cont.)		
The maturity profile for Council's borrowings is:		
Not later than one year	3,910	4,073
Later than one year and not later than five years	12,589	14,690
Later than five years	23,128	24,937
Total Interest-bearing loans and borrowings	39,627	43,700

All borrowings of the City of Ballarat are secured against the "rate income" of Council.

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.

Note 5.5 Provisions

	Landfill restoration	Employee	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2019				
Balance at beginning of the financial year	3,959	15,855	-	19,814
Additional provisions	4,585	6,451	1,000	12,036
Amounts used	(21)	(6,504)	-	(6,525)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	372	94	-	466
Balance at the end of the financial year	8,895	15,896	1,000	25,791
2018				
Balance at beginning of the financial year	3,705	15,447	-	19,152
Additional provisions	657	6,558	-	7,215
Amounts used	(204)	(6,159)	-	(6,363)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(199)	9	-	(190)
Balance at the end of the financial year	3,959	15,855	-	19,814

	2019	2018
	\$'000	\$'000
Note 5.5 Provisions (cont.)		
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,823	3,984
Long service leave	1,067	1,001
Other	242	218
	5,132	5,203
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,393	1,499
Long service leave	7,974	7,402
	9,367	8,901
Total current provisions	14,499	14,104
Non-current		
Long service leave	1,397	1,751
Total non-current provisions	1,397	1,751
Aggregate carrying amount of employee provisions:		
Current	14,499	14,104
Non-current	1,397	1,751
Total aggregate carrying amount of employee provisions	15,896	15,855

The following assumptions were adopted in measuring the present value of employee benefits:

	2019	2018
Weighted average increase in employee costs	4.50%	3.86%
Weighted average discount rates	3.55%	3.94%
Weighted average settlement period	7 yrs	7 yrs

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Note 5.5 Provisions (cont.)

Current liability - unconditional LSL is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service. Non-current LSL liability is measured at present value.

	2019 \$'000	2018 \$'000
(b) Landfill restoration		
Current	169	400
Non-current	8,726	3,559
	8,895	3,959

The following assumptions were adopted in measuring the present value of landfill restoration costs:

	2019	2018
Weighted average rehabilitation costs (per sqm)	\$ 41.85	\$ 43.83
Weighted average discount rates	1.33%	1.39%
Council's obligated restoration period from cell closure	30 yrs	30 yrs

Council is obligated to restore landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the expected cost of works to be undertaken as determined by the Environment Protection Authority. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required related cost estimates and management judgement.

	2019 \$'000	2018 \$'000
(c) Other Provisions		
Current	1,000	-
	1,000	-

Council has been in receipt of Commonwealth grant allocations in connection to services no longer provided by Council. In acknowledgement of this over allocation, Council has made provision in its accounts for a potential recall of unexpended funding.

Note 5.6 Financing arrangements

Council has the following funding arrangements in place as at 30 June 2019

Bank overdraft	1,000	1,000
Purchase card facility limit	5,100	5,100
Leasing facilities	2,014	3,114
Total facilities	8,114	9,214
Used facilities	2,650	3,595
Total Unused facilities	5,464	5,619

Note 5.7 Commitments

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value. Council has entered into the following commitments:

	Later than 1 year		Later than 2	Later than 5	Total
	Not later than 1 year	and not later than 2 years	years and not later than 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
Operating					
Facilities	4,626	1,587	2,001	-	8,214
Total Operating	4,626	1,587	2,001	-	8,214
Capital					
Buildings	930	-	-	-	930
Building improvements	356	-	-	-	356
Recreation, leisure and community	2,514	-	-	-	2,514
Roads	1,120	-	-	-	1,120
Total Capital	4,920	-	-	-	4,920

	Later than 1 year		Later than 2	Later than 5	Total
	Not later than 1 year	and not later than 2 years	years and not later than 5 years		
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Operating					
Facilities	2,784	1,292	2,323	-	6,399
Total Operating	2,784	1,292	2,323	-	6,399
Capital					
Buildings	22,411	-	-	-	22,411
Building improvements	423	-	-	-	423
Recreation, leisure and community	486	-	-	-	486
Roads	226	-	-	-	226
Total Capital	23,546	-	-	-	23,546

Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment for use within Council's activities (these obligations are not recognised as liabilities):

	2019	2018
	\$'000	\$'000
Not later than one year	1,641	1,628
Later than one year and not later than five years	1,489	2,721
Later than five years	-	-
	3,130	4,349

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Notes to the Financial Report
For the Year Ended 30 June 2019

City of Ballarat

Note 6 Assets Council manage

Note 6.1 Property, Infrastructure, Plant and Equipment

Summary of Property, Infrastructure, Plant and Equipment

	At Fair Value 30 June 2018	Acquisitions	Contributions	Revaluation	Found Assets	Depreciation	Impairments	Disposal	Transfers from Works in Progress	Asset Class Transfers	At Fair Value 30 June 2019
Land	300,323	210	4,263	(428)	-	-	-	(140)	212	-	304,440
Buildings	158,255	-	-	-	-	(3,916)	-	(199)	45,777	-	199,917
Plant and Equipment	113,491	5,114	159	-	-	(3,956)	-	(51)	160	-	114,915
Infrastructure	972,702	-	38,607	65,023	1,396	(28,637)	-	-	23,228	-	1,072,319
Work in progress	17,123	56,586	-	-	-	-	-	-	(69,377)	-	4,332
	1,561,894	61,910	43,029	64,595	1,396	(36,509)	-	(390)	-	-	1,695,923

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	12,114	35,979	(46,075)	-	2,018
Plant and equipment	172	907	(160)	-	919
Infrastructure	4,837	19,700	(23,142)	-	1,395
Total	17,123	56,586	(69,377)	-	4,332

Note 6.1 Property, Infrastructure, Plant and Equipment (cont.)

(a) Property

Note	Land - specialised	Land - non specialised	Land improvements	Total Land	Heritage buildings	Buildings specialised	Buildings non specialised	Buildings specialised	Building improvements	Total Buildings	Work in progress	Total Property
At fair value 1 July 2018	8,248	290,413	1,662	300,323	30,735	-	125,484	-	2,036	158,255	12,114	470,692
Accumulated depreciation at 1 July 2018	-	-	-	-	-	-	-	-	-	-	-	-
	8,248	290,413	1,662	300,323	30,735	-	125,484	-	2,036	158,255	12,114	470,692
Movements in fair value												
Acquisition of assets at fair value	-	210	-	210	-	-	-	-	-	-	35,979	36,189
Contributed assets at fair value	2,398	1,865	-	4,263	-	-	-	-	-	-	-	4,263
Transfers from work in progress	-	-	212	212	14,608	-	26,526	-	4,643	45,777	(45,989)	-
Revaluation increments/decrements	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increments/decrements *	(93)	(335)	-	(428)	-	-	-	-	-	-	-	(428)
Found assets [^]	-	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	(140)	-	(140)	-	-	(201)	-	-	(201)	-	(341)
Transfers	-	-	-	-	-	-	-	-	-	-	(86)	(86)
	2,305	1,600	212	4,117	14,608	-	26,325	-	4,643	45,576	(10,096)	39,597
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	(769)	-	(3,095)	-	(52)	(3,916)	-	(3,916)
Accumulated depreciation of disposals	-	-	-	-	-	-	2	-	-	2	-	2
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation fair value adjustment	-	-	-	-	(769)	-	(3,093)	-	(52)	(3,914)	-	(3,914)
	10,553	292,013	1,874	304,440	45,343	-	151,809	-	6,679	203,831	2,018	510,289
At fair value 30 June 2019	-	-	-	-	(769)	-	(3,093)	-	(52)	(3,914)	-	(3,914)
Accumulated depreciation at 30 June 2019	10,553	292,013	1,874	304,440	44,574	-	148,716	-	6,627	199,917	2,018	506,375

* The fair value decrement on Land represents the difference between the agreed value of assets given to Council as subdividers contributions during the 2019 financial year and the fair value of those assets (as valued by Opteon (Vic)) based on their best purpose when in the hands of Council.

[^] Operating activities during the year identified further assets owned by Council that were not reflected in the fixed asset register. Advancements in technologies, GIS Mapping, and improved asset management practices, allow for better identification and recognition of Council assets (refer Note 9.3).

Note 6.1 Property, Infrastructure, Plant and Equipment (cont.)

(b) Plant and Equipment

	Note	Art works and heritage collections	Heritage plant and equipment	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Library books	Work in progress	Total Plant and equipment
At fair value 1 July 2018		94,800	-	28,024	1,994	10,644	7,353	172	142,987
Accumulated depreciation at 1 July 2018		-	-	(14,000)	(1,546)	(8,824)	(4,954)	-	(29,324)
		94,800	-	14,024	448	1,820	2,399	172	113,663
Movements in fair value									
Acquisition of assets at fair value		46	-	2,617	465	1,611	375	907	6,021
Contributed assets at fair value		159	-	-	-	-	-	-	159
Transfers from work in progress		-	-	63	42	55	-	(160)	-
Revaluation increments/decrements		-	-	-	-	-	-	-	-
Found assets		-	-	-	-	-	-	-	-
Fair value of assets disposed		-	-	(1,301)	(16)	(66)	-	-	(1,383)
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-
Transfers		-	-	11	-	(11)	-	-	-
		205	-	1,390	491	1,589	375	747	4,797
Movements in accumulated depreciation									
Depreciation and amortisation	4.4	-	-	(2,813)	(148)	(577)	(418)	-	(3,956)
Accumulated depreciation of disposals		-	-	1,250	16	66	-	-	1,332
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-
Transfers		-	-	(7)	-	7	-	-	-
		-	-	(1,570)	(132)	(504)	(418)	-	(2,624)
At fair value 30 June 2019		95,005	-	29,413	2,484	12,233	7,728	919	147,782
Accumulated depreciation at 30 June 2019		-	-	(15,570)	(1,678)	(9,328)	(5,372)	-	(31,948)
		95,005	-	13,843	806	2,905	2,356	919	115,834

Note 6.1 Property, Infrastructure, Plant and Equipment (cont.)

(c) Infrastructure

Note	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Aerodromes	Off-street car parks	Other infrastructure	Work In progress	Total infrastructure
At fair value 1 July 2018	535,854	33,969	52,074	285,051	45,535	2,557	1,989	-	6,638	33,005	4,837	1,001,509
Accumulated depreciation at 1 July 2018	(13,696)	(550)	(1,409)	(3,061)	(2,402)	(1,278)	-	-	(189)	(1,385)	-	(23,970)
	522,158	33,419	50,665	281,990	43,133	1,279	1,989	-	6,449	31,620	4,837	977,539
Movements in fair value												
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	-	-	19,700	19,700
Contributed assets at fair value -	15,090	-	3,687	19,656	91	-	83	-	-	-	-	38,607
Transfers from work in progress	13,369	132	862	698	1,744	3,814	1,142	-	1	1,466	(23,228)	-
Revaluation increments/decrements *	9,930	6,734	5,108	22,964	(2,726)	1,694	-	-	689	(368)	-	44,025
Found assets ^	619	553	52	110	10	-	-	-	-	52	-	1,396
Fair value of assets disposed	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	86	86
	39,008	7,419	9,709	43,428	(881)	5,508	1,225	-	690	1,150	(3,442)	103,814
Movements in accumulated depreciation												
Depreciation and amortisation	(16,129)	(668)	(1,645)	(3,517)	(2,870)	(2,064)	-	-	(207)	(1,537)	-	(28,637)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements *	13,696	550	1,409	3,061	2,402	(1,694)	-	-	189	1,385	-	20,998
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	(2,433)	(116)	(236)	(456)	(468)	(3,758)	-	-	(19)	(152)	-	(7,639)
	574,862	41,388	61,783	328,479	44,654	8,065	3,214	-	7,328	34,155	1,395	1,105,323
Accumulated depreciation at 30 June 2019	(16,129)	(668)	(1,645)	(3,517)	(2,870)	(5,036)	-	-	(207)	(1,537)	-	(31,609)
	558,733	40,720	60,138	324,962	41,784	3,029	3,214	-	7,121	32,618	1,395	1,073,714

* The full amount of the Infrastructure revaluation increment has not been transferred to the asset revaluation reserves due to current and prior decrements in the revaluation of the Recreation, leisure and community assets, and Car parking assets fully diminishing the Recreation and Open Space, and Off-street Car Park reserves (refer Note 9.1). An amount of \$0.325m has been recorded as an expense in the Comprehensive Income Statement, and an asset revaluation increment offset recoupment amount of \$0.425m has been recorded as other income in the Comprehensive Income Statement, as required by AASB 1041 (refer Notes 3.7 and 4.6).

^ During the asset revaluation process, Council identified further assets owned that were not reflected in the fixed asset register. Advancements in technologies, including GIS Mapping, utilised by Council as well as improved asset management practices, allow for better identification and recognition of Council assets (refer Note 9.3).

- During the financial year it was uncovered that a number of infrastructure assets totalling \$8.952 million that had been transferred to Council related to the previous reporting period. Council recognises there has been an understatement in prior year totals, but has made the assessment that due to the amount being less than 1% of Council's written down value of infrastructure assets, in this instance, the amount does not warrant adjusting prior year comparative figures and current year opening balances (refer also Note 3.5).

Note 6.1 Property, infrastructure, plant and equipment (cont.)

(d) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Land and improvements		
Land	-	5,000
Buildings		
Buildings	40 years	5,000
Building improvements	40 years	5,000
Plant and Equipment		
Heritage plant and equipment	5 - 30 years	1,000
Plant, machinery and equipment	2 - 20 years	1,000
Fixtures, fittings and furniture	2 - 20 years	1,000
Computers and telecommunications	3 - 20 years	1,000
Library books	10 years	1,000
Infrastructure		
Road pavements and seals	10 - 80 years	5,000
Road formation and earthworks	-	5,000
Road kerb, channel and minor culverts	80 - 150 years	5,000
Bridges deck	60 - 100 years	5,000
Bridges substructure	60 - 100 years	5,000
Footpaths and cycleways	15 - 80 years	5,000
Drainage	50 - 200 years	5,000
Recreational, leisure and community facilities	15 - 50 years	5,000
Parks, open space and streetscapes	8 - 50 years	5,000
Off-street car parks	10 - 80 years	5,000
Aerodromes	10 - 80 years	5,000
Intangible Assets		
Landfill air-space	1 - 5 years	5,000

Note 6.1 Property, infrastructure, plant and equipment (cont.)*Land under roads*

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report, consistent with AASB 1051.

Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks and heritage collections are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of Land and Buildings

Valuations of land and buildings were undertaken by a qualified independent valuer Opteon (Vic) Pty Ltd. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. Council is now undertaking a full revaluation of its land and buildings on a biennial cycle.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	-	292,013	June 2018
Specialised land	-	-	10,553	June 2018
Land improvements	-	-	1,874	June 2018
Heritage buildings	-	-	44,574	June 2018
Buildings	-	-	148,716	June 2018
Building improvements	-	6,627	-	June 2018
Total	-	6,627	497,730	

Note 6.1 Property, infrastructure, plant and equipment (cont.)

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by the Council's Infrastructure Engineer and suitably qualified consultants engaged by Council. Parks, open space and streetscapes are currently held at cost. These assets are subject to further componentisation and can be transferred to other assets classes in future years.

The date of the current valuation is detailed in the following table. A combination of direct cost unit rate values and index based unit rate cost movements (Australian Bureau of Statistics data and Rawlinson's Construction Cost Guide) has been used in valuing Council's Infrastructure assets. Council revalues its infrastructure assets every year.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	558,733	July 2018
Bridges	-	-	40,720	July 2018
Footpaths and cycleways	-	-	60,138	July 2018
Drainage	-	-	324,962	July 2018
Recreational, leisure and community facilities	-	-	41,784	July 2018
Waste management	-	-	3,029	July 2018
Parks, open space and streetscapes	-	3,214	-	July 2018
Aerodromes	-	-	-	July 2018
Off-street car parks	-	-	7,121	July 2018
Other infrastructure	-	-	32,618	July 2018
Total	-	3,214	1,069,105	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique.

Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$600 and \$800 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,000 to \$1,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 60 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 15 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land under roads	10,553	8,248
Total specialised land	10,553	8,248

Note 7 People and relationships**Note 7.1 Council and key management remuneration****(a) Related Parties**

Parent Entity
Ballarat City Council

Subsidiaries and Associates
Nil

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of Key Management Personnel at any time during the year are:

	2019 No.	2018 No.
Councillors		
Samantha McIntosh (Mayor)		
Amy Johnson		
Belinda Coates		
Ben Taylor		
Daniel Moloney		
Des Hudson		
Grant Tillett		
Jim Rinaldi		
Mark Harris		
Total Number of Councillors	9	9
Other Key Management Personnel		
Justine Linley (Chief Executive Officer)		
Angelique Lush (Director Development and Planning)		
Cameron Gray (Director Policy & Innovation)		
Glenn Kallio (Director Business Services)		
Neville Ivey (Director Community Development)		
Terry Demeo (Director Infrastructure and Environment)		
Amy Rhodes (Acting Director Policy and Innovation: 5-23/11/2018)		
James Guy (Acting Director Development and Planning: 1-14/11/2018)		
Jeff Johnson (Acting Director Development and Planning: 1-6/7/2018, 13/2/2019-1/3/2019, 15-29/4/2019)		
Jenny Fink (Acting Director Community Development: 1-30/7/2018)		
Mark Patterson (Acting Director Community Development: 17-28/9/2018)		
Matthew Swords (Acting Director Policy and Innovation: 8/4/2019-3/5/2019)		
Natalie Robertson (Acting Director Infrastructure and Environment: 21/9/2019-1/10/2019, 14-28/1/2019)		
Sam Magill (Acting Director Development and Planning: 30/7/2018-3/8/2018)		
Stephen Bigarelli (Acting Director Business Services: 24/9/2018-5/10/2018)		
Stuart Meerbach (Acting Director Business Services: 18/12/2018-18/1/2019)		
Total Other Key Management Personnel	16	6
Total Key management personnel	25	15

Note 7.1 Council and key management remuneration (cont.)

(c) Remuneration of Key Management Personnel	2019	2018
	\$,000	\$,000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,388	1,325
Post employment benefits	164	158
Long-term benefits	6	35
Termination benefits	-	-
Total Remuneration of key management personnel	1,558	1,518

Remuneration of Key Management Personnel does not include the remuneration of any Senior Officer that has acted in a position of Key Management. This remuneration is included in the Senior Officer Remuneration disclosure below.

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019	2018
	No.	No.
Income Range:		
<\$30,000	-	-
\$30,000 - \$39,999	8	8
\$100,000 - \$109,999	1	1
\$220,000 - \$229,999	1	2
\$230,000 - \$239,999	1	2
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	1	-
\$320,000 - \$329,999	1	1
	15	15

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000

The number of Senior Officers are shown below in their relevant income bands:

	2019	2018
	No.	No.
Income Range:		
\$148,000 - \$149,999	2	3
\$150,000 - \$159,999	8	1
\$160,000 - \$169,999	1	7
\$170,000 - \$179,999	8	3
\$180,000 - \$189,999	3	2
\$190,000 - \$199,999	1	-
\$210,000 - \$219,999	-	1
\$230,000 - \$239,999	1	-
\$280,000 - \$289,999	-	1
	24	18
	\$,000	\$,000

Total Remuneration for the reporting year for Senior Officers included above, amounted to	4,061	3,144
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Note 7.2 Related party disclosures**(a) Transactions with related parties**

During the period Council entered into the following transactions with related parties:

	2019	2018
	\$,000	\$,000
Transactions with Related Parties		
Remuneration	9	-
	9	-

Payments of salaries and wages to related parties have been identified and recorded above in connection to Senior Officers acting in Key Management Personnel positions. These related party payments are only recognised when paid during official periods of responsibility.

(b) Outstanding balances with related parties

No material transactions with outstanding balances to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2019.

(c) Loans to/from related parties

No loans to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2019.

(d) Commitments to/from related parties

No material commitments to or from related parties of Council have been disclosed or uncovered through review of Council's transactions for the financial year ending 30 June 2019.

Note 8 Managing uncertainties

Note 8.1 Contingent assets and liabilities

(a) Contingent assets

Developer contributions

In accordance with AASB 137, Council is required to recognise an asset for which it is probable that a future economic benefit will eventuate and the amount of this asset can be reliably measured. At balance date there are no estimates available for developer contributions of infrastructure assets to be received in respect of subdivisions currently under development. As a guide Council has recognised over the past two years developer contributions of \$42.440 million (2018/19) and \$30.881 million (2017/18).

Operating lease receivables

Council has entered into property leases consisting of surplus freehold office complexes and other land and buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a Consumer Price Index based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2019 \$'000	2018 \$'000
Not later than one year	1,592	1,239
Later than one year and not later than five years	6,581	3,994
Later than five years	8,731	4,992
	16,904	10,225

(b) Contingent liabilities

Contingent liabilities

Defined benefit superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined in Note 9.4. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$449,000.

Combustible building cladding

Prior to 2011, Council endorsed a wide range of building permits across the municipality that may have contained combustible cladding. Due to the potential risks linked to these materials, Council may be exposed to future legal action in connection to the permits it endorsed. Council have identified a small number of buildings that fall within the scope of the Statewide Building Audit, and have advised the VBA as appropriate. A full review of all Council issued permits prior to 2011 has not been completed, so the extent of any future liability to Council is currently unknown.

Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provided public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant, to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(c) Guarantees for loans to other entities

Financial guarantees

On the 22 July 1996, Council entered into a Guarantee with the Australian and New Zealand Banking Group Limited and Basketball Stadiums Victoria Co-Operative Limited for a bank loan to finance Ballarat Netball Stadium (Arch Sports Centre). The Guarantee is limited to the current level of borrowings of \$400,000 and cannot be exercised for any further borrowings without Council's written consent. A contingent liability therefore exists for this amount.

Note 8.2 Changes in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Note 8.2 Changes in accounting standards (cont.)*Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income, but is not expected to be material in value.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$2.701m in lease related assets and an equivalent liability.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives. These principles link revenue recognition to specific performance objectives as required by the funding agreement. This Standard would require Council to defer recognition revenue of \$4.900m for the 2019

Note 8.3 Financial instruments**(a) Objectives and policies**

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Note 8.3 Financial instruments (cont.)

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council may apply credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council may hold collateral in the form of Bank Guarantees for a selection of its financial instruments.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required, or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset. To help reduce these risks, Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1 and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.50% and -0.50% in market interest rates (AUD) from year-end rates of 1.25%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 8.4 Fair value measurement

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 *Fair value measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense, in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the same year are offset.

Eureka Flag

Whilst Council has control over the Eureka Flag, it has not been included in the financial statements as uncertainty exists to the appropriateness of its carrying value. This is due to the unique nature of this asset and the absence of a realistic market value.

Note 8.4 Fair value measurement (cont.)

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters**Note 9.1 Reserves**

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2019			
Property			
Land	237,973	-	237,973
Buildings	14,273	-	14,273
Heritage buildings	9,501	-	9,501
	<u>261,747</u>	<u>-</u>	<u>261,747</u>
Plant and equipment			
Artwork and heritage collections	58,015	-	58,015
Plant and equipment	1,937	-	1,937
	<u>59,952</u>	<u>-</u>	<u>59,952</u>
Infrastructure			
Roads	88,782	23,626	112,408
Bridges	14,318	7,283	21,601
Footpaths	14,374	6,516	20,890
Drainage	55,320	26,025	81,345
Carparks	-	453	453
Other infrastructure	5,291	1,017	6,308
	<u>178,085</u>	<u>64,920</u>	<u>243,005</u>
Total Asset revaluation reserves	499,784	64,920	564,704

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserve			
2018			
Property			
Land	231,975	5,998	237,973
Buildings	19,900	(5,627)	14,273
Heritage buildings	5,141	4,360	9,501
	<u>257,016</u>	<u>4,731</u>	<u>261,747</u>
Plant and equipment			
Artwork and heritage collections	58,015	-	58,015
Plant and equipment	1,937	-	1,937
	<u>59,952</u>	<u>-</u>	<u>59,952</u>
Infrastructure			
Roads	93,452	(4,670)	88,782
Bridges	7,882	6,436	14,318
Footpaths	13,891	483	14,374
Drainage	34,142	21,178	55,320
Recreation, leisure and community assets	-	-	-
Parks and open spaces	-	-	-
Carparks	-	-	-
Other infrastructure	5,817	(526)	5,291
	<u>155,184</u>	<u>22,901</u>	<u>178,085</u>
Total Asset revaluation reserves	472,152	27,632	499,784

Note 9.1 Reserves (cont.)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
(b) Other reserves	\$'000	\$'000	\$'000	\$'000
2019				
Asset realisation reserve	1,248	105	(204)	1,149
Plant and equipment	6,350	4,725	(3,424)	7,651
Subdividers contributions	638	845	(654)	829
Developer contributions	1,476	2,681	(970)	3,187
Total Other reserves	9,712	8,356	(5,252)	12,816
2018				
Asset realisation reserve	463	785	-	1,248
Plant and equipment	5,063	2,845	(1,558)	6,350
Subdividers contributions	88	1,026	(476)	638
Developer contributions	1,083	1,482	(1,089)	1,476
Total Other reserves	6,697	6,138	(3,123)	9,712

	2019 \$'000	2018 \$'000
Note 9.2 Reconciliation of cash flows from operating activities to surplus / (deficit)		
Surplus / (Deficit) for the Year	69,860	66,143
Depreciation/amortisation	37,016	31,806
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(198)	(886)
Contributions - Non-monetary assets	(42,615)	(31,355)
Interest and other costs of finance	2,004	2,211
Net revaluation (income)/expense	(100)	1,083
Movement in GST payment	5,518	5,787
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,546)	15,500
(Increase)/decrease in other assets	(2,041)	(4,835)
Increase/(decrease) in trade and other payables	(1,717)	(2,732)
(Increase)/decrease in inventories	(76)	(67)
Increase/(decrease) in provisions	(103)	(535)
Net Cash provided by / (used in) operating activities	66,002	82,120

Note 9.3 Found assets

During the annual revaluation process, Council identified further assets owned that were not reflected in the Fixed Asset Register. Advancements in technologies, including GIS mapping, utilised by Council allow for greater recognition and management of Council assets. In 2019 assets to the value of \$1,395,981 were found (2018 - \$4,069,700) that were not reflected in the Asset Register.

	2019 \$'000	2018 \$'000
Found assets		
Land and Buildings		
Land	-	2,552
Infrastructure		
Roads	619	707
Bridges	553	357
Footpaths and cycleways	52	104
Drainage	110	5
Recreational, leisure and community	10	-
Other infrastructure	52	345
Total Found assets	1,396	4,070

Note 9.4 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018).

As at 30 June 2017, a full triennial actuarial investigation was completed. The Vested Benefit Index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 6.50% pa

Salary inflation 3.50% pa

Price inflation (CPI) 2.50% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Defined benefit 2017 triennial actuarial investigation surplus amounts

The Fund's triennial actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$69.8 million; and

A total service liability surplus of \$193.5 million.

A discounted accrual benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

An interim investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in December 2019.

PERFORMANCE REPORT

CITY OF BALLARAT PERFORMANCE STATEMENT 2019

BALLARAT A GREAT PLACE TO LIVE

Ballarat is one of Australia’s largest inland cities and the third largest city in Victoria. Money flowed into Ballarat with the discovery of gold in the mid-19th century. Today the city is renowned for its beautiful parks, broad tree-lined streetscapes, cultivated European gardens, and heritage architecture of national significance and international interest. The iconic Sturt Street is a stunning tree-lined boulevard adorned with notable statues, and Lydiard Street presents a perfectly preserved heritage streetscape.

The City of Ballarat municipality covers an area of 740 square kilometres and includes the outlying townships of Buninyong, Miners Rest, Learmonth, Lucas and Cardigan Village. It is part of an area of land under the traditional custodianship of the Wadawurrung and Dja Dja Wurrung people and is bound by the surrounding Municipalities of Hepburn Shire to the north, Moorabool Shire to the east, Pyrenees Shire to the west and Golden Plains Shire to the south.

Ballarat has an estimated population of 107,325 people in 2018 (source: ABS Census, 2019). Due to being located centrally in Western Victoria, Ballarat services a large regional population. Ballarat offers premium job opportunities, world-class education (including three universities), affordable housing, exciting restaurants and retail options, accessible community and health services, a vibrant arts scene and a great lifestyle.

The following performance data is prepared to represent a balanced approach to reporting performance across the areas of service, finance, governance and sustainable capacity for the organisation.



AUDITED PERFORMANCE INDICATORS					
Sustainable Capacity Indicators	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<i>Population</i>					
C1 Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$1,491.74	\$1,730.25	\$1,517.21	\$1,628.95	The trend is tracking along as expected at a slight increase, the reason for the larger spike in the 2017FY is due to a targeted analysis on unit rates on Sport & Recreation Facilities which has resulted in a considerable write-down of values in these asset categories.
<i>Population</i>					
C2 Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$12,427.15	\$11,352.67	\$11,977.55	\$15,801.75	The larger increase in the 2019FY result reflects increased level of investment in infrastructure
<i>Population</i>					
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	72.86	73.80	74.37	74.77	
<i>Own-source revenue</i>					
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,310.86	\$1,332.67	\$1,368.15	\$1,418.61	
<i>Recurrent grants</i>					
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$221.46	\$346.05	\$272.96	\$236.27	During the 2017FY & 2018FY we received more funding for Federal blackspot funding and Federal Roads to recovery program. In Addition, in the 2018FY we received significant grants spent on the construction of two major projects - Eureka Stadium and Ballarat Western Link Road.
<i>Disadvantage</i>					
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	4.00	4.00	

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<i>Aquatic Facilities</i>					
<i>Utilisation</i>					
AF6 Utilisation of aquatic facilities <i>[Number of visits to aquatic facilities / Municipal population]</i>	6.65	6.22	5.68	6.06	Despite the many changes that have occurred across our aquatic facilities (such as taking back the management of the Ballarat Aquatic and Lifestyle Centre in September 2015, realigning software to get accurate results and the discontinuation of some services) this indicator has remained very consistent.
<i>Animal Management</i>					
<i>Health and safety</i>					
AM4 Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	8.00	7.00	3.00	14.00	During the 2018FY there were three large cases which took up most of the time. In 2019FY we have also reviewed our systems and become more efficient in our processes.
<i>Food Safety</i>					
<i>Health and safety</i>					
FS4 Critical and major non-compliance outcome notifications <i>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</i>	95.88%	100.00%	95.45%	96.55%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' have been reported by calendar year instead of financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Separate follow-up inspections are not always practical with non-compliances identified at events or markets which account for the majority of major non-compliances without a separate follow-up inspection. These are commonly followed up with education and/or immediate corrective action. The food business operator is also recorded as non-compliant with their registering authority to aid further monitoring through the SireTrader system. Some variances may be due to some businesses closing before outstanding non-compliances are corrected.

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<p>Governance Satisfaction</p> <p>G5 Satisfaction with council decisions</p> <p><i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i></p>	51.00	57.00	55.00	55.70	Council has improved community satisfaction with Council decisions in 2019 however the community remain concerned with some issues like parking and infrastructure maintenance.
<p>Home and Community Care (HACC) Participation</p> <p>HC6 Participation in HACC service</p> <p><i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i></p>	18.83%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>Home and Community Care (HACC) Participation</p> <p>HC7 Participation in HACC service by CALD people</p> <p><i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i></p>	11.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>Libraries Participation</p> <p>LB4 Active library members</p> <p><i>[Number of active library members / Municipal population] x100</i></p>	13.66%	12.92%	12.43%	12.75%	From the 2016FY, the SIRSI Dynix system has upgraded its analytics system which has provided greater accuracy on the data in regards to active members. The older platform listed all members that have had any activity in the financial year. Whereas, from the 2016FY it allows Ballarat City Council to narrow the list down to members who have borrowed a book in each financial year.
<p>Maternal and Child Health (MCH) Participation</p> <p>MC4 Participation in the MCH service</p> <p><i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i></p>	77.41%	78.30%	73.37%	72.48%	

PERFORMANCE REPORT

AUDITED PERFORMANCE INDICATORS					
Service Performance Indicators	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<p>Maternal and Child Health (MCH) Participation</p> <p>MCS5 Participation in the MCH service by Aboriginal children</p> <p><i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</i></p>	60.96%	54.88%	55.43%	64.52%	The lower percentages in the participation of Aboriginal children in the MCH service, is due to the fact that the local Aboriginal co-operative runs a similar MCH service. They can access both services or choose either one of these services. Ballarat City Council still by law receive every birth notification however, we have a lower intake of the MCH program due to some people choosing the local Aboriginal co-operative MCH program only. However, the Ballarat City Council have seen a significant increase in participation in the last financial year.
<p>Roads Satisfaction</p> <p>R5 Satisfaction with sealed local roads</p> <p><i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i></p>	58.90	55.00	59.00	58.70	In the 2017FY, the City of Ballarat experienced a wetter than normal start to the financial year, which led to more road deterioration (e.g. potholes) and in turn led to dissatisfaction of the states of our local sealed roads.
<p>Statutory Planning Decision making</p> <p>SP4 Council planning decisions upheld at VCAT</p> <p><i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i></p>	57.14%	100.00%	63.64%	71.43%	Due to the small amount of cases taken to VCAT each year it can generate larger variances. This was the case in the 2017FY. In the 2019FY, there were only two applications overturned (upheld) by VCAT, four in 2018FY, zero in 2017FY and three in 2016FY. This shows how little amounts can affect this indicator.
<p>Waste Collection Waste diversion</p> <p>WCS5 Kerbside collection waste diverted from landfill</p> <p><i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i></p>	32.43%	48.96%	47.14%	48.65%	From the 2017FY, Ballarat City Council have introduced our own green waste service, this has increased the amount of tonnages being diverted from landfill, due to green waste not being included in the prior financial year's figures, as it wasn't a service provided by council.

FINANCIAL PERFORMANCE INDICATORS - EFFICIENCY									
Efficiency	Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Comments
					2020	2021	2022	2023	
Revenue level									
E1 Average residential rate per residential property assessment <i>[Residential rate revenue / Number of residential property assessments]</i>	\$1,457.64	\$1,592.20	\$1,660.64	\$1,695.20	\$1,710.96	\$1,727.04	\$1,743.98	\$1,761.75	
Expenditure level									
E2 Expenses per property assessment <i>[Total expenses / Number of property assessments]</i>	\$3,012.49	\$3,505.42	\$3,073.17	\$3,237.54	\$3,183.02	\$3,234.84	\$3,266.98	\$3,300.91	The trend is tracking along as expected, the reason for the spike in the 2017FY was due to a targeted analysis on unit rates on sport & recreation facilities which has resulted in a considerable write-down of values in these asset categories.
Workforce turnover									
E3 Resignations and terminations compared to average staff <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	11.41%	13.11%	12.32%	11.91%	6.10%	6.10%	6.10%	6.10%	The higher results over the 2017 & 2018 financial years are a result of more retirements occurring as the Ballarat City Council has an ageing workforce. We have also had the closure of Kohinor in the 2017FY, changes to BALC Creche and some minor restructures resulting in redundancies with the implementation of the new structures.

FINANCIAL PERFORMANCE INDICATORS - LIQUIDITY									
Liquidity	Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Comments
					2020	2021	2022	2023	
Working capital									
L1 Current assets compared to current liabilities <i>[Current assets / Current liabilities] x100</i>	264.33%	263.93%	275.63%	288.83%	177.87%	147.34%	125.39%	119.62%	
Unrestricted cash									
L2 Unrestricted cash compared to current liabilities <i>[Unrestricted cash / Current liabilities] x100</i>	-66.29%	-41.72%	-142.37%	-149.65%	138.15%	104.86%	81.25%	71.09%	The reason for the indicator being in a negative is due to the fact that Ballarat City Council cannot include cash held in term deposits that are invested for longer than 90 days in the cash and cash equivalent section as per the financial statement's definition. The forecast trends do not take into account what time period the investments will be held for.

FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS									
Obligations	Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Comments
					2020	2021	2022	2023	
Asset renewal									
O1 Asset renewal compared to depreciation <i>[Asset renewal expense / Asset depreciation] x100</i>	101.98%	82.88%	90.09%	87.68%	105.32%	76.33%	77.42%	78.50%	
Loans and borrowings									
O2 Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i>	49.20%	45.86%	39.70%	33.93%	37.33%	32.12%	27.74%	23.42%	The decreasing trend is due to no additional funds being borrowed since the 2017FY.
Loans and borrowings									
O3 Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i>	10.49%	5.98%	6.00%	5.20%	4.68%	5.77%	4.86%	4.70%	The decreasing trend is due to no additional funds being borrowed since the 2017FY.
Indebtedness									
O4 Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i>	37.09%	35.13%	31.18%	30.11%	29.75%	26.16%	22.60%	20.16%	The decreasing trend is due to no additional funds being borrowed since the 2017FY.

FINANCIAL PERFORMANCE INDICATORS - OPERATING POSITION									
Operating Position	Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Comments
					2020	2021	2022	2023	
Adjusted underlying result									
OP1 Adjusted underlying surplus (or deficit) <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	4.02%	-1.67%	9.37%	9.68%	9.64%	11.09%	10.30%	9.29%	

FINANCIAL PERFORMANCE INDICATORS - STABILITY									
Stability	Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Comments
					2020	2021	2022	2023	
Rates concentration									
S1 Rates compared to adjusted underlying revenue <i>[Rate revenue / Adjusted underlying revenue] x100</i>	61.99%	59.27%	62.42%	60.34%	64.38%	63.34%	64.32%	65.47%	
Rates effort									
S2 Rates compared to property values <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	0.59%	0.59%	0.61%	0.59%	0.64%	0.64%	0.64%	0.65%	

KEY TERMS	
TERMINOLOGY	DEFINITION
Aboriginal child	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
Active library member	means a member of a library who has borrowed a book from the library
Adjusted underlying revenue	means total income other than: (a) non-recurrent grants used to fund capital expenditure; and, (b) non-monetary asset contributions; and, (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
Adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
Annual report	means an annual report prepared by a Council under sections 131, 132 and 133 of the Local Government Act 1989
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
CALD	means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
Class 1 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
Class 2 food premises	means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act
Community Care Common Standards	means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth
Critical non-compliance outcome notification	means a notification received by Council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
Current assets	has the same meaning as in the Australian Accounting Standards
Current liabilities	has the same meaning as in the Australian Accounting Standards
Food premises	has the same meaning as in the Food Act 1984
HACC program	means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
HACC service	means home help, personal care or community respite provided under the HACC program
Infrastructure	means non-current property (excluding land), plant and equipment
Local road	means a sealed or unsealed road for which the Council is the responsible road authority under the Road Management Act 2004
Major non-compliance outcome notification	means a notification received by a Council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health service provided by a council to support the health and development of children within the municipality from birth until school age
Non-current assets	means all assets other than current assets
Non-current liabilities	means all liabilities other than current liabilities
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan
Own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
Population	means the resident population estimated by Council
Rate revenue	means revenue from general rates, municipal charges, service rates and service charges
Recurrent grant	means a grant other than a non-recurrent grant
Relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio- Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
Residential rates	means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
Restricted cash	means cash and cash equivalents, within the meaning of the Australian Accounting Standards, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website
Target population	has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth
Unrestricted cash	means all cash and cash equivalents other than restricted cash
WorkSafe reportable aquatic facility safety incident	means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

OTHER INFORMATION

Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

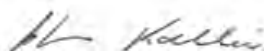
Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year for the prescribed financial performance indicators and measures the results forecast by the Council's Strategic Resource Plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by council in its strategic resource plan on 26 June 2019 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certification of Performance Statement

In my opinion, the accompanying Performance Statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



Glenn Kallio

Principal Accounting Officer

Dated: 11th September 2019

In our opinion, the accompanying Performance Statement of the *City of Ballarat* for the year ended 30 June 2019 presents fairly the results of Council's performance in accordance with the **Local Government Act 1989** and the **Local Government (Planning and Reporting) Regulations 2014**.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.

Samantha McIntosh

Councillor

Dated: 11th September 2019



Grant Tiller

Councillor

Dated: 11th September 2019



Justine Linley

Chief Executive Officer

Dated: 11th September 2019



Independent Auditor's Report

To the Councillors of the City of Ballarat

Opinion	<p>I have audited the accompanying performance statement of the City of Ballarat (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2019 • sustainable capacity indicators for the year ended 30 June 2019 • service performance indicators for the year ended 30 June 2019 • financial performance indicators for the year ended 30 June 2019 • other information for the year ended 30 June 2019 (basis of preparation) • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>


Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
24 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

APPENDIX

Advisory and Non Advisory Committees Groups and Organisations

Advisory committees

Committee	Councillors	Officers
Ascot Hall Committee	1	1
Ballarat Airport/Aerodrome Advisory Committee	3	1
Ballarat Heritage Advisory Committee	2	1
Ballarat Municipal Observatory Advisory Committee	1	1
Ballarat Regional Soccer Facility Advisory Committee	2	2
Brown Hill Hall Committee	1	1
Buninyong Community Hall Committee	1	1
Burrumbeet Soldiers Memorial Hall Committee	1	1
Cardigan Village Community Centre Advisory Committee	1	1
CEO Performance Review Advisory Committee	All Councillors	1
Child Friendly Ballarat Advisory Committee	1	1
Clean Ballarat Committee	2	-
Community Safety Advisory Committee	2	1
Disability Advisory Committee	1	1
Eureka Centre Community Advisory Committee	3	1
Intercultural Advisory Committee	1	1
Koorie Engagement Action Group Advisory Committee	1	1
Lake Learmonth Advisory Committee	1	1
Lake Wendouree & Gardens Advisory Committee	2	1
Miners Rest Hall Advisory Committee	1	1
Mt Buninyong Reserve Advisory Committee	1	3
Road Safety Advisory Committee	2	1
Scotsburn Community Hall Advisory Committee	1	1
Sebastopol RSL Hall Advisory Committee	1	1
Warrenheip Community Hall Advisory Committee	1	1

Non-advisory committees

Committee	Councillors	Officers
Active Transport Working Group	2	1

Groups and organisations

Committee	Councillors	Officers
Arch of Victory/Avenue of Honour Advisory Committee	2	1
Art Gallery of Ballarat Board	1	1
Australian Local Government Women's Association (ALGWA) n/a	2	-
Ballarat Regional Tourism Board	1	1
Castlemaine (Mine) Environmental Advisory Committee	1	1
Central Highlands Mayors' and CEOs' Forum	1	1
Central Victorian Greenhouse Alliance	1	1
Commerce Ballarat	1	1
Committee for Ballarat	1	1
Grampians Central West Waste and Resource Recovery Group	1	1
Local Learning Education Network	1	1
Municipal Association of Victoria (MAV)	1	1
MAV Rural South Central Region Group	1	1
Regional Cities Group	1	1
Sunraysia Highway Improvement Committee	1	-
Western Highway Action Committee	1	1

Committees established under other Acts

Committee	Councillors	Officers
Ballarat West Town Common	All (as Trustees)	1
Coghills Creek/Glendaruel Cemetery	All (as Trustees)	1
Learmonth Cemetery	All (as Trustees)	1
Municipal Emergency Management Planning Committee	1	1
Municipal Fire Management Planning Committee	1	1

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City of Ballarat's commitment to good Governance

Under the *Local Government Act 1989*, elected Councils are constituted to provide leadership for the good governance of the municipal district and the local community.

The City of Ballarat Councillors are committed to working together to make decisions that are in the best interests of residents and the municipality and to discharge their responsibilities to the best of their skills and judgement. They are committed to always acting with transparency and the highest level of integrity in all matters of governance to ensure that council operates effectively, efficiently, impartially and with compassion. They adopt good governance principles by making decisions based on proper processes and systems by encouraging the community to participate in decision-making on issues that affect them and by making sure Council officers carry out decisions appropriately.

NRS-Friendly

Hearing or speech impaired?
Call via the National Relay Service on 133 677

Customer Service

☎ 03 5320 5500

Monday–Friday

8.15am–5pm

@ info@ballarat.vic.gov.au

The Phoenix Building
Customer Service Centre

📍 25 Armstrong Street South
Ballarat Central

Town Hall Office

📍 Corner Sturt and Armstrong Street South
Ballarat Central

Post

City of Ballarat
📍 PO Box 655 Ballarat
Victoria 3353



10.3. MODEL A FORD CLUB TOURISM EVENT GRANT

Division: Development and Planning
Director: Angelique Lush
Author/Position: Jeff Johnson - Executive Manager Events and the Arts

OFFICER RECOMMENDATION

Council resolves to:

Approve a one-year \$3,000 (excl. GST) Tourism Event Grant to the Model A Ford Club of Victoria for the 26th Model A Ford National Meet event.

EXECUTIVE SUMMARY

Council has received a Tourism Event Grant application for the 26th Model A Ford National Meet event to be held in Ballarat from 6 to 13 September 2020. The Model A event is organised by the Model A Club of Victoria, which anticipates over 200 entrants from Australia, New Zealand and the USA.

The Model A Club has requested \$15,000 (excl. GST) in cash funding and anticipates 940 visitors plus up to 3,000 locals will attend the event.

RATIONALE

On 22 February 2017, Council adopted the City of Ballarat Grants Policy (R66/17). The purpose of the grants policy is to ensure that recipients can deliver quality programs, events, products and services which are of great benefit to Ballarat and which bring a wide range of social, environmental and economic returns to the City. Included in the Grants Policy is the Tourism Event Grant program.

Council has received a Tourism Event Grant application for the 26th Model A Ford National Meet event to be held in Ballarat from 6 to 13 September 2020. The Model A event is organised by the Model A Club of Victoria, which anticipates over 200 entrants from Australia, New Zealand and the USA. Scheduled to be held in Ballarat from 6 to 13 September 2020. Event organisers are seeking a decision on funding in the 2019/20 period to assist their pre-planning and early bookings of venues and equipment.

The event aims to gather Model A vehicles, and those interested in them, for a week of activities devoted to preservation, restoration, driving, social and public engagement. The event has been held biennially around Australia by state-based Model A clubs since the 1970's.

The objectives of the event are to; celebrate and encourage the preservation and use of the vintage Model A Ford cars and trucks manufactured between 1928 – 1931; recognise their important place in motoring and social heritage; and to present the vehicles to the current generation by active use, fun and engagement.

The general public will be free to attend the Saturday Public Car Show, which will enlist the support of the Vintage and Classic Car Club Ballarat and be held at Morsehead Park.

Activities on the day include;

- Show and shine display
- Skills display (restoration skills)
- Fun (car based) activities
- 20's and 30's era fashion displays
- Period music, local food and craft vendors

The event aligns with Council's 10 Year Event Strategy as it adds value to the annual event calendar, engages local contractors and facilities, provides a unique heritage experience for the Ballarat community and delivers a modest economic impact to Ballarat.

Despite promising to be a well organised event that would be enjoyed by the broader Ballarat community, the recommended funding amount is less than the requested amount based on the calculated evaluation score for the event. This evaluation scored the event lower on the grant assessment criteria in the following areas:

1. Ability for the event to align with the strategic direction of the City of Ballarat Council Plan
 - a. While the event adds value to the overall event calendar in Ballarat and delivers economic impact, motorsport events are not a key focus of Council's 10 Year Event Strategy.
2. Legacy and ongoing benefits for Ballarat
 - a. The event is biennial and does not plan to return to Ballarat, as a result the one-off event does not provide an ongoing legacy or benefit to the community.
3. Visitation figures
 - a. A significant portion of the attendance numbers will be locals with only 940 club members coming from outside of Ballarat. Subsequently, the economic impact is modest.

Three funding options were identified by officers:

1. Approve a one-year Tourism Event Grant for the 26th Model A Ford National Meet for \$15,000 cash (excl. GST).
2. Approve a one-year Tourism Event Grant for the 26th Model A Ford National Meet for \$3,000 cash (excl. GST). **(Recommended)**
3. Do not approve a one-year Tourism Event Grant for the 26th Model A Ford National Meet.

In addition to the potential cash funding, Officers will also provide in-kind marketing and promotional support, as well as event management guidance and advice.

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	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*.

Economic – An economic impact report prepared by Council officers using the REMPLAN economic modelling software calculated the potential economic impact of the event. Using the tourist visitation data provided by the applicant, the event may provide an injection of \$568,940 into the Ballarat economy.

Financial/Resources – The funding of the 26th Model A Ford National Meet will require an allocation from the Tourism Event Grant Program budget. There are sufficient funds within the Tourism Grant Program budget for the funding options listed.

Risk Management – If Council does not provide grant funding for the 26th Model A Ford National Meet, there is the likelihood the event will not run in the same format and may deliver less outcomes to the Ballarat community. The Club were asked to consider a three-year arrangement which was declined due to the members preference to change location every event. They have also advised that they will come to Ballarat if provided with the lesser grant amount.

Whilst the 26th Model A Ford National Meet is a motorsport event, there is minimal risk to persons or property from the proposed activities.

Implementation and Marketing – In addition to potential cash funding, Council officers will provide In-kind support with promotional activities to advise the Ballarat community of the event and encourage their attendance.

Evaluation and Review – With each allocation of Council funding from the Tourism Event Grant, officers will review the event and evaluate the social and economic benefit. This process will assist future funding recommendations.

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. Tourism Event Grant Scoresheet Model A Ford [**10.3.1** - 1 page]
2. Model A Ford - REMPLAN Report [**10.3.2** - 3 pages]

TOURISM EVENT GRANT PROGRAM ASSESSMENT

Event: Model A Ford Club 2020 meet
 Event Length: 7 Days
 Date: 6 - 13 September 2020
 Venue: Mercure + Moreshead Park

	Evaluation	Points Avail.
1. Quality		
Does the event or activity fill a gap in the event calendar and provide benefit to the Ballarat community?		
Type of event: Does this type of event align with the strategic direction of the City of Ballarat Council Plan?	2	4
Is the event (or proposed event) generally well supported and/or beneficial to the community?	2	4
Event date: Is there room for this event in the calendar?	4	4
Event location: Is the location appropriate?	4	4
Inclusiveness and accessibility of the event: Does the event appeal to a broad cross section of audiences?	4	4
2. Feasibility		
Can the project be delivered on time, on budget and to a high standard?		
Is the Project Budget complete, realistic and proportionally allocated to key areas?	2	4
Is the Risk Management Plan appropriate?	2	4
Is the Event Management Plan appropriate?	3	4
Is there proven ability to deliver the project successfully on time?	4	4
Is the allocated staffing and resources appropriate to deliver the event?	4	4
3. Reach		
Will the event raise the profile of Ballarat to state, national or international audiences?		
Does the event add value to the brand equity of Ballarat?	5	10
Is the Marketing Plan appropriate to achieve tourism attendance targets?	2	5
Does the event plan to run in Ballarat in the future?	0	5
4. Investment		
Does the event warrant funding?		
Does it intend to bring increased visitation to Ballarat?	4	10
Does the event have intentions of becoming self-sustainable from Council funding in the future?	0	10
Does the project provide a good level of expected economic return from tourist visitation and a good overall return on investment?	20	20
<small>^ Additional/reduced points (PCG re-assessment of visitation)</small>		
TOTAL POINTS	62	100

VISITATION	Application	PCG Evaluation
Estimated local attendance	3,000	
Estimated out of town attendance - day trip	500	500
Estimated out of town attendance - overnight	440	440
Average night stay	8.0	8
TOTAL ATTENDANCE	3,940	940

ECONOMIC IMPACT	ROI	Econ. Impact
Estimates based on application and \$15k funding	31:1	568,940
Estimates based on PCG predicated visitation and \$15k funding	-	-

Cash funding sought	\$ 15,000.00
Cash funding recommended (based on assessment)	\$ 3,000.00 20%

Table 1: Guide for Return on Investment (ROI)

ROI LEVELS	Points
1:1 – 15:1	0 points
16:1 – 20:1	Up to max. 5 points
21:1 – 25:1	Up to max. 10 points
26:1 – 30:1	Up to max. 15 points
31:1 +	Up to max. 20 points

Table 2: Calculation of TOTAL points gained from the assessment.

Total Points	
0-55	Not recommended for funding
56-65	0-25%
66-75	25-50%
76-85	50-75%
86 +	75-100%

Assumption based on data from applicants Tourism Event Grant submission.

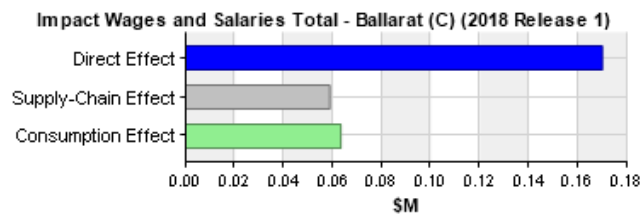
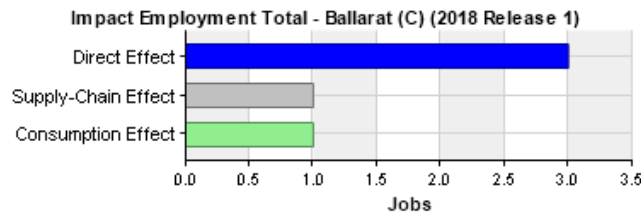
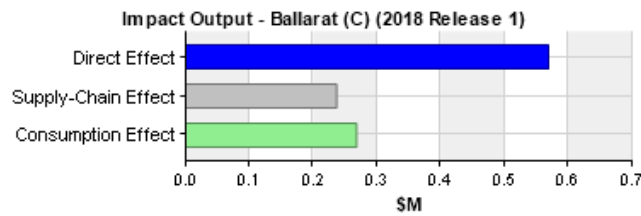
Tourism Impact Summary Report for Ballarat (C) (Tourism Activity: 7 days)

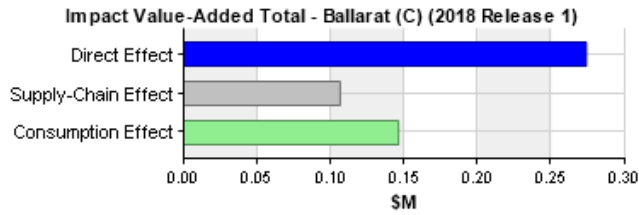
Tourism Impact Scenario

Name	Model A Ford event
Duration	7 days

Direct Impact	Domestic Day	Domestic Overnight	International	Total
Number of Visitors	500	440	0	940
Number of Nights	n/a	8.00	0.00	
Estimated Expenditure per Visitor (\$)	\$103	\$1,176	\$0	
Total Estimated Expenditure (\$)	\$51,500	\$517,440	\$0	\$568,940

Tourism Impacts





Under this scenario Gross Regional Product is estimated to increase by \$0.526 million (0.01%) to \$6,823.267 million. Contributing to this is a direct increase in output of \$0.569 million, 3 additional jobs , \$0.170 million more in wages and salaries and a boost in value-added of \$0.274 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$0.237 million, 1 more job , \$0.059 million more paid in wages and salaries, and a gain of \$0.106 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.416
Employment	1.333
Wages and Salaries	1.346
Value-added	1.389

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$0.268 million, employment by 1 job , wages and salaries by \$0.063 million, and value-added by \$0.146 million.

Under this scenario, total output is expected to rise by \$1.074 million. Corresponding to this are anticipated increases in employment of 5 jobs , \$0.292 million wages and salaries, and \$0.526 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.887
Employment	1.667
Wages and Salaries	1.719
Value-added	1.922

Tourism Impact Summary (Tourism Activity: 7 days)

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$0.569	\$0.237	\$0.268	\$1.074	1.416	1.887
Long Term Employment (Jobs)	3	1	1	5	1.333	1.667
Wages and Salaries (\$M)	\$0.170	\$0.059	\$0.063	\$0.292	1.346	1.719
Value-added (\$M)	\$0.274	\$0.106	\$0.146	\$0.526	1.389	1.922

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics (ABS), most of which relates to the 2016, 2011, 2006 and 2001 Censuses, and data sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) published by Tourism Research Australia.



Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

10.4. OCEANIA BADMINTON CHAMPIONSHIPS 2020

Division: Development and Planning
Director: Angelique Lush
Author/Position: Jeff Johnson – Executive Manager Events and the Arts

OFFICER RECOMMENDATION**Council resolves to:**

Approve a one-year \$5,000 (excl. GST) Tourism Event Grant to the Ballarat Badminton Association for the Oceania Badminton Championships 2020.

EXECUTIVE SUMMARY

Council has received a Tourism Event Grant application for the Oceania Badminton Championships to be held in Ballarat from 6 to 14 February 2020. The Oceania Championships is organised by the Ballarat Badminton Association Inc., which will see competitors from Australia, New Zealand and the Pacific region vying for valuable Tokyo 2020 Olympic ranking points.

The Ballarat Badminton Association Inc. has requested \$10,000 (excl. GST) in cash funding and anticipates 700 players and support staff will accommodate in Ballarat for the event duration. The Association also anticipates several hundred spectators from Ballarat will attend the event.

RATIONALE

The Ballarat Badminton Association is scheduled to host the Oceania Badminton Championships 2020. The Oceania Championships is an annual event rotated through venues in the Oceania region. The event planned for Ballarat includes a training camp for developing countries, a team event, and an individual tournament featuring; Men's and Women's Singles, Men's and Women's Doubles and Mixed Doubles. The Ballarat Association is also waiting for confirmation that Para Badminton will also be included.

If the Oceania Badminton Championships grant application is successful, Council funding will be expended on airport transfers for players and officials, which is a requirement of the host venue, as well as intra Ballarat transport for players. This latter expense will require the use of up to six mini buses for the event period.

The Badminton Championships promises to be a well organised event that would be enjoyed by the Ballarat community, it supports a local sporting association, and would further enhance Ballarat's reputation as a host city for national and international sporting events. However, the recommended funding amount is less than the requested amount based on the calculated evaluation score for the event.

The event scored lower on the grant assessment criteria in the following areas:

1. Legacy and ongoing benefits for Ballarat
 - a. The event is one-off with no ongoing activities or occurrence for Ballarat and as a result, the one-off event does not provide a legacy or ongoing benefit to the community.

2. Visitation figures
 - a. The event promises to provide a high degree of prestige for Ballarat with its connection to the Tokyo Olympics but will attract modest visitor numbers and subsequently, the economic impact is modest.

Three funding options were identified by officers:

1. Approve a one-year Tourism Event Grant for the Oceania Badminton Championships 2020 for \$10,000 cash (excl. GST).
2. Approve a one-year Tourism Event Grant for the Oceania Badminton Championships 2020 for \$5,000 cash (excl. GST). **(Recommended)**
3. Do not approve a one-year Tourism Event Grant for the Oceania Badminton Championships 2020.

In addition to the potential cash funding, Officers will also provide in-kind marketing and promotional support, as well as event management guidance and advice

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	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*.

Economic – An economic impact report prepared by Council officers using REMPLAN economic modelling software calculated the potential economic impact of the event. Using the tourist visitation data provided by the applicant, the event may provide an injection of \$324,900 into the Ballarat economy.

Financial/Resources – The funding of the Oceania Badminton Championships 2020 will require an allocation from the Tourism Event Grant Program budget. There are sufficient funds within the Tourism Grant Program budget for the funding options listed.

Risk Management – If Council does not provide grant funding for the Oceania Badminton Championships 2020, there is the likelihood the event will not run in the same format and may present financial implications for the Ballarat Badminton Association.

Implementation and Marketing – In addition to potential cash funding, Council officers will provide In-kind support with promotional activities to advise the Ballarat community of the event and encourage their attendance.

Evaluation and Review – With each allocation of Council funding from the Tourism Event Grant, officers will review the event and evaluate the social and economic benefit. This process will assist future funding recommendations.

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. Ballarat Badminton Association REMPLAN Report [**10.4.1** - 3 pages]
2. Tourism Event Grant Scoresheet Ballarat Badminton Association [**10.4.2** - 1 page]

Assumption based on data from Tourism Event Grant submission received from Badminton Assoc Ballarat

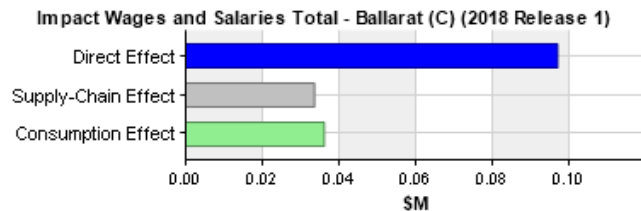
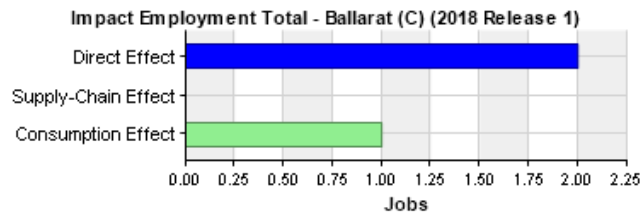
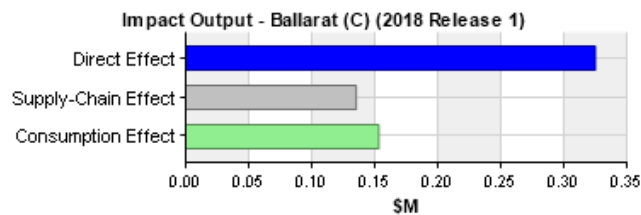
Tourism Impact Summary Report for Ballarat (C) (Tourism Activity: 12 days)

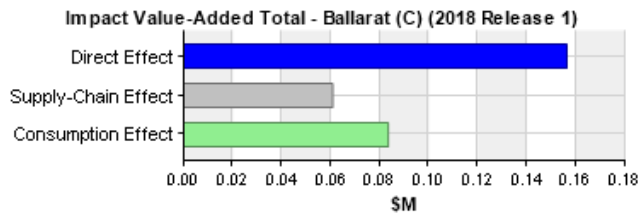
Tourism Impact Scenario

Name	2020 Ocenia Badminton Championships
Duration	12 days

Direct Impact	Domestic Day	Domestic Overnight	International	Total
Number of Visitors	300	400	0	700
Number of Nights	n/a	5.00	0.00	
Estimated Expenditure per Visitor (\$)	\$103	\$735	\$0	
Total Estimated Expenditure (\$)	\$30,900	\$294,000	\$0	\$324,900

Tourism Impacts





Under this scenario Gross Regional Product is estimated to increase by \$0.301 million (0.00%) to \$6,823.041 million. Contributing to this is a direct increase in output of \$0.325 million, 2 additional jobs , \$0.097 million more in wages and salaries and a boost in value-added of \$0.156 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$0.135 million, 0 more jobs , \$0.034 million more paid in wages and salaries, and a gain of \$0.061 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.416
Employment	1.000
Wages and Salaries	1.346
Value-added	1.389

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$0.153 million, employment by 1 job , wages and salaries by \$0.036 million, and value-added by \$0.083 million.

Under this scenario, total output is expected to rise by \$0.613 million. Corresponding to this are anticipated increases in employment of 3 jobs , \$0.167 million wages and salaries, and \$0.301 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.887
Employment	1.500
Wages and Salaries	1.719
Value-added	1.922

Tourism Impact Summary (Tourism Activity: 12 days)

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$0.325	\$0.135	\$0.153	\$0.613	1.416	1.887
Long Term Employment (Jobs)	2	0	1	3	1.000	1.500
Wages and Salaries (\$M)	\$0.097	\$0.034	\$0.036	\$0.167	1.346	1.719
Value-added (\$M)	\$0.156	\$0.061	\$0.083	\$0.301	1.389	1.922

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australia Bureau of Statistics (ABS), most of which relates to the 2016, 2011, 2006 and 2001 Censuses, and data sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) published by Tourism Research Australia.



Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

TOURISM EVENT GRANT PROGRAM ASSESSMENT

Event: 2020 Ocenia Badminton Championships
 Event Length: 12 Days
 Date: 5th – 15th February 2020
 Venue: Ken Kay Badminton Stadium

	Evaluation	Points Avail.
1. Quality		
Does the event or activity fill a gap in the event calendar and provide benefit to the Ballarat community?		
Type of event: Does this type of event align with the strategic direction of the City of Ballarat Council Plan?	3	4
Is the event (or proposed event) generally well supported and/or beneficial to the community?	2	4
Event date: Is there room for this event in the calendar?	4	4
Event location: Is the location appropriate?	4	4
Inclusiveness and accessibility of the event: Does the event appeal to a broad cross section of audiences?	4	4
2. Feasibility		
Can the project be delivered on time, on budget and to a high standard?		
Is the Project Budget complete, realistic and proportionally allocated to key areas?	2	4
Is the Risk Management Plan appropriate?	3	4
Is the Event Management Plan appropriate?	3	4
Is there proven ability to deliver the project successfully on time?	3	4
Is the allocated staffing and resources appropriate to deliver the event?	4	4
3. Reach		
Will the event raise the profile of Ballarat to state, national or international audiences?		
Does the event add value to the brand equity of Ballarat?	8	10
Is the Marketing Plan appropriate to achieve tourism attendance targets?	2	5
Does the event plan to run in Ballarat in the future?	5	5
4. Investment		
Does the event warrant funding?		
Does it intend to bring increased visitation to Ballarat?	7	10
Does the event have intentions of becoming self-sustainable from Council funding in the future?	0	10
Does the project provide a good level of expected economic return from tourist visitation and a good overall return on investment?	20	20
	<i>^ Additional/reduced points (PCG re-assessment of visitation)</i>	
TOTAL POINTS	74	100

VISITATION	Application	PCG Evaluation
Estimated local attendance	300	
Estimated out of town attendance - day trip	300	
Estimated out of town attendance - overnight	400	
Average night stay	5.0	
TOTAL ATTENDANCE	1,000	

ECONOMIC IMPACT	ROI	Econ. Impact
Estimates based on application and \$10k funding	32:1	324,900
Estimates based on PCG predicated visitation and \$10k funding	-	-

Cash funding sought	\$ 10,000.00
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Cash funding recommended (based on assessment)	\$ 5,000.00	50%
--	-------------	-----

Table 1: Guide for Return on Investment (ROI)

ROI LEVELS	Points
1:1 – 15:1	0 points
16:1 – 20:1	Up to max. 5 points
21:1 – 25:1	Up to max. 10 points
26:1 – 30:1	Up to max. 15 points
31:1 +	Up to max. 20 points

Table 2: Calculation of TOTAL points gained from the assessment.

Total Points	
0-55	Not recommended for funding
56-65	0-25%
66-75	25-50%
76-85	50-75%
86 +	75-100%

10.5. BALLARAT LONG TERM GROWTH OPTIONS INVESTIGATION

Division: Development and Planning
Director: Angelique Lush
Author/Position: Terry Natt – Principal Planner Strategic Projects
James Guy – Executive Manager Economic Partnerships

RECOMMENDATION**Council resolves to:**

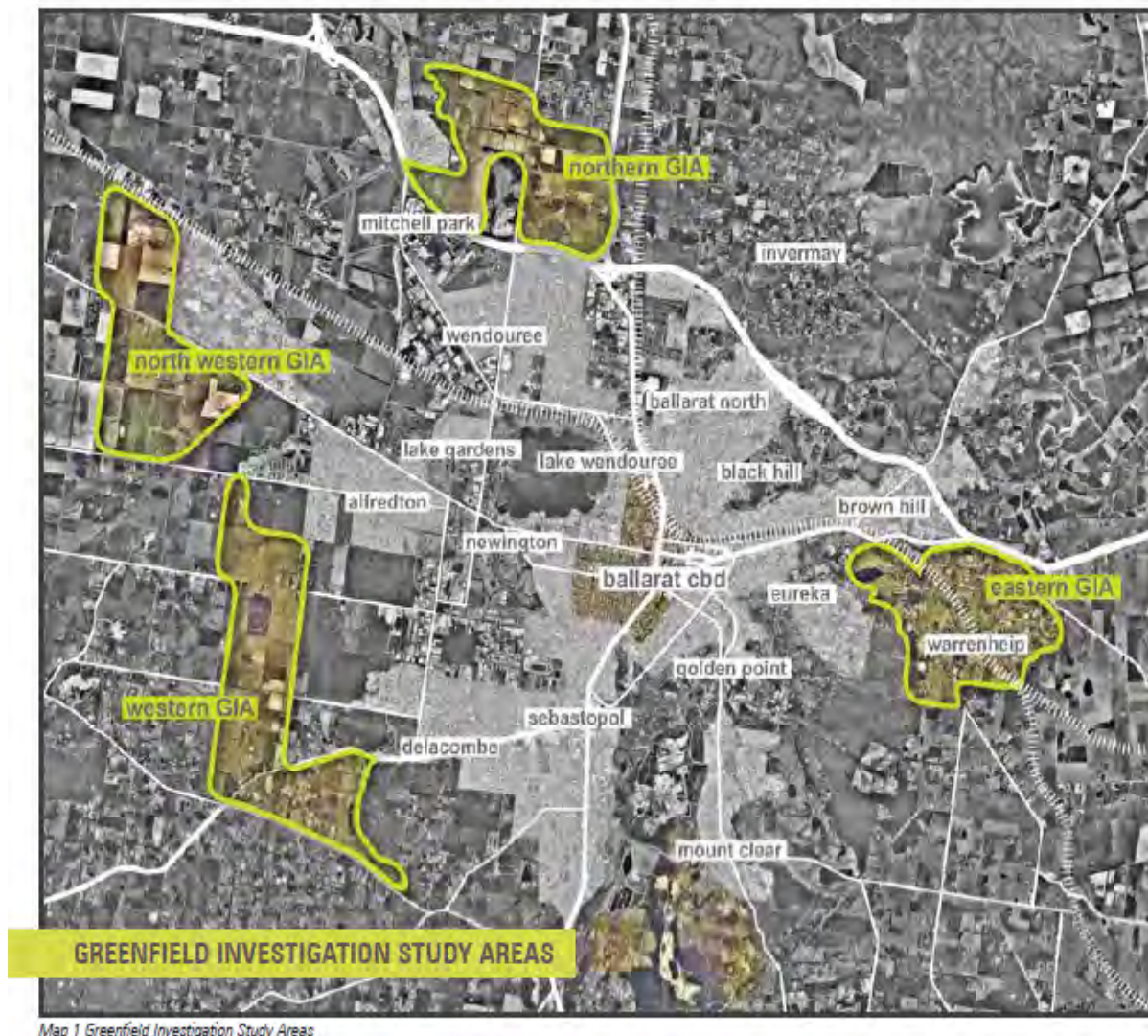
- 1. Seek authorisation from the Minister for Planning to prepare a Planning Scheme Amendment, pursuant to Section 8A of the *Planning and Environment Act 1987*, to include a local policy that identifies the Northern and Western Greenfield Investigation Areas as Ballarat's future greenfield growth areas.**
- 2. Place the Amendment on exhibition pursuant to Section 19 of the *Planning and Environment Act 1987*.**

EXECUTIVE SUMMARY

The Ballarat Strategy 2015 identifies three areas for potential greenfield urban development in the medium to long term. The Panel Report on Amendment C194 to the Ballarat Planning Scheme recommended that a further greenfield investigation area be considered in addition to the three areas identified in the Ballarat Strategy. This area, the North Western Growth Investigation Area (also known as the TIGA land), is in Cardigan to the west of Lucas and is shown in the diagram below along with the other Growth Investigation Areas.

The four Greenfield Investigation Areas (GIAs) are identified below in Map 1 and include:

- Western GIA (Adjacent to existing Growth area)
- North West GIA (Ballarat Resort/TIGA - Comprehensive Development Zoned land)
- Northern GIA (North of Freeway/Mt Rowan)
- Eastern GIA (Warrenheip).



Ballarat currently has greenfield supply available. However, this supply is decreasing and will approach the 15-year minimum supply threshold well before 2040 [the planning period for the Ballarat strategy] as the Ballarat West Growth Area is developed.

Council officers and consultants have undertaken multi criteria analysis and feasibility assessments to identify the relative merits of greenfield development in each of the Greenfield Investigation Areas. This has been supported by a peer review of methodology by external consultants.

The order and general methodology of the consultant reports are considered sound and provide a basis for proceeding to the next step of confirming the priority and timing for further planning of Ballarat's growth areas.

When a policy decision is made on the preferred growth area, Council will be required to undertake the next, more detailed stage of planning for delivery of the new growth front, including determining growth area boundaries, precinct and infrastructure planning, consideration of timing for commencement of new growth areas, staging of release of land and the best way to provide infrastructure and associated costs. While it is expected that the final boundary may change in each option, the general location will not.

To meet the desired competition, diversity of housing stock and to provide options for the community, it is appropriate to consider that Ballarat needs more than one residential growth front at any point in time.

Any decision in relation to the most desirable next growth front for Ballarat is an amalgam of cost, ability to service, locational advantages and diversity of housing form within the city. Based on this, the Northern Growth Investigation Area, followed by the Western Growth Investigation Area expansion are recommended as the most cost-effective options that can deliver affordable, well serviced development areas.

RATIONALE

Strategic Justification

Ballarat is projected to grow by over 2,500 population per annum from 107,000 in 2018 to 146,000 in 2036, some 39,000 in 18 years (Victoria in Future, 2019). The Ballarat Strategy notes a more ambitious growth expectation to 160,000 people by 2040. Ballarat West and other existing greenfield development sites already zoned for housing are the priority for new greenfield housing until additional supply is required over the medium-long term.

The Ballarat Strategy seeks a split between greenfield and infill with 50% of Ballarat's future population to be in Ballarat's existing and future greenfield growth areas, with the remainder being located in infill locations.

Currently, approximately 31% of new dwellings are accommodated within existing urban areas and just over 58% of new dwellings are being constructed in the existing greenfield growth area of Ballarat West.

Under current trends, where total dwelling numbers continue to average around 900 per year (around 520 per year in greenfield), the Ballarat West Urban Growth Area would be fully developed by 2040. In order to comply with the State Planning Policy requirement to have 15 years' supply of housing land across the municipality, a new growth area would be required by 2026, with planning for that area needing to commence before 2021.

Under the 50% infill scenario in the Ballarat Strategy, the Ballarat West Urban Growth Area would not be fully developed until 2053, with a new growth area not required until 2038.

As noted under clause 21.02-4 of the Ballarat Planning Scheme, Council will discourage the rezoning of further greenfield land which would compete with the existing Ballarat West growth area until the market requires additional supply.

Ballarat has had an average of around 900 new dwellings per year over the period 2010 to 2017. This trend has continued into 2019 with the suburbs of Ballarat West experiencing the strongest growth, although many areas around the City have also grown strongly.

Current growth rates in Ballarat West growth area are around 520 per year. This rate of growth would result in the Ballarat West growth area reaching its full potential in around 12 years, if all land within Ballarat West were to be developed.

However, due to constraints within Ballarat West, namely, fragmented land ownership patterns, actual developable land supply is limited and estimated to be around 5 years. (2024-25)

It is highly likely that growth areas will be creating communities with populations of at least 10,000 each which puts this growth into a major or large growth area category. A community in one location of 10,000 population or more provides a “critical mass” of population to support a primary school, major sports oval of 8-10Ha and a full line supermarket, amongst other basic and essential infrastructure.

Map 1 above identifies the general locations of each of the growth investigation areas. Consideration of the farming zoned land within each area has been assessed for its housing capacity. It is likely that the estimates of housing capacity will change once constraints are examined in more detail (flooding, reserves) and final boundaries are established through the planning process.

Table 1: GIA summary

Investigation Area	Estimated FZ land area	Indicative housing Capacity (@15 lots/ha)	Indicative years capacity (@520 dwellings/year)
Western GIA	790ha	8900 lots	17 years
North West/TIGA GIA	570ha	6500 lots	12 years
Northern GIA	560ha	6400 lots	12 years
Eastern GIA	610ha	6900 lots	13 years

The costs of developing a new urban growth area in one of the four locations identified by Council have been examined by consultants for this project. The costs to Council cannot be determined with any certainty until a Development Contributions Plan (DCP) or similar mechanism is prepared.

However, a preliminary and provisional estimate in this report suggests the costs to Council could be in the order of \$2,000 to \$4,000 (2015 estimate) per lot for the Western, Northern and North-Western growth investigation areas (GIAs). Costs in the Eastern GIA could be twice as much as this, largely because of higher land costs. This compares with \$2,200 (2014 estimate) in the Ballarat West Urban Growth Area.

Relationship with Infill

The investigation of potential new greenfield development areas should be seen in context as just one of the means by which the City intends to accommodate its growing population. The *Ballarat Strategy* (City of Ballarat 2015) identifies a range of other policies for accommodating housing growth and includes proposals to accommodate housing in convenience living areas, urban renewal areas and strategically important sites alongside greenfield investigation areas. The Ballarat Strategy emphasises the importance of infill development as a means of promoting the vibrancy of existing neighbourhoods and improving the viability of services, including higher frequency public transport.

In addition to this strategic commitment, Council officers are currently progressing work that will facilitate the growth of infill and brownfield housing. Current and proposed projects include: the Bakery Hill Urban Renewal plan; Health, Knowledge and City Living Precinct Master Plan; Compact City Housing Plan; Residential Zones Review; and Neighbourhood Character Plan / urban design frameworks for these distinct areas of Ballarat.

Importantly, the cost of infill development to the community and the Council is likely to be substantially lower than the cost of greenfield development. This cost differential has been identified in general terms in numerous studies from around Australia and the median infrastructure cost per dwelling was between two to four times more for greenfield

development than for infill. This is supported by recent reports produced by Infrastructure Victoria.

Infill development is generally less costly because it can take advantage of spare capacity in existing social and physical infrastructure, whereas greenfield development requires new capacity from the outset. Taking into account development costs and rate revenues, there is generally a net cost to councils resulting from dispersed and greenfield development and a net increase in revenue resulting from infill development.

There is evidence that in order to stimulate infill demand, sufficient greenfield demand should also be provided. Growth in infill development is also dependent upon the ability of Council to successfully implement the measures outlined in the Ballarat Strategy and secure a community support for city structure changes.

In order to create both demand and supply for infill development and create medium-long term outcomes outlined in the Ballarat Strategy 2040, the release of new greenfield areas is necessary.

Existing forecasts for dwellings prepared for Council by .id shows that a new urban growth area will be required by 2026 in order to maintain a clear 15-year supply of broad hectare land for the City. However, this scenario suggests that infill development will account for only 31% of new dwellings over the period 2016 to 2036, much lower than Council's policy target in the Ballarat Strategy. An alternative scenario, in which Council's target of 50% infill is achieved shows that a new urban growth area will not be required until 2038. It is noted that there is a 12-year time difference in the need to have a new urban growth area available between the two scenarios.

Council will monitor planning policy objective of achieving 50% infill growth. If infill take-up does not reach 50% of all new dwellings, greater pressure will exist on greenfield area demand. As an example, Melbourne in 2003 was achieving 30% infill development (towards Melbourne 2030, 2003), it has only just reached approximately 50% and this is with extensive government policy development and making available significant development sites.

Choosing a new growth area for Ballarat

Clause 21.02-4 of the Ballarat Planning Scheme states that Council will:

- 4.1 Ensure that future greenfield development is focused within roughly an 8km arc from the centre of Ballarat.
- 4.2 Avoid ad-hoc and unplanned greenfield development.
- 4.3 Discourage disconnected or 'leap frog' development.
- 4.4 Minimise the impacts of development on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base.
- 4.5 Ensure the need for buffers to protect major water and sewerage assets and treatment plants from encroachment by sensitive land uses is taken into account as part of any greenfield investigation.

Council should have regard to a desire to build viable, self-contained new neighbourhoods or "complete communities". In giving regard to creating new communities, the ability of the location to meet community expectations must also be considered.

In response to Clause 21.02-4, Council officers commenced an investigation in 2017 to determine which of the four Growth Investigation Areas was Council's preferred location for greenfield growth. As part of this investigation, officers engaged consultants to provide methodology, advice and recommendations as to which Growth Investigation area is preferred. The reports from consultants include:

- Ballarat Long Term Growth Options Investigation (Hansen Partnership, Arup and Tim Nott), August 2018 (Attachment 1)
- Ballarat Long Term Growth Options Investigation: Economic Assessment report (Tim Nott), June 2018 (Attachment 2)
- Ballarat Greenfields Investigation Areas Review (Part A - Analysis Report - Northern, Western, Eastern GIAs) (Arup), June 2018 (Attachment 3)
- Ballarat Greenfields Investigation Areas Review - North Western Update (Part A - Analysis Report) (Arup), June 2018 (Attachment 4)
- Ballarat Greenfields Investigation Areas: Landscape Assessment (Hansen), August 2015 (Attachment 5); and
- Ballarat Greenfields Investigation Areas: North Western Landscape Assessment (Hansen), June 2018 (Attachment 6).

In addition, consultants for Council have peer reviewed these reports to ensure the comparison process and methodology was appropriate. The peer review applied current approaches and examples for planning for new growth areas, noting that there is no rigid policy position or statutory methodology for undertaking an exercise in planning for growth areas. Instead, there is a recent history of planning for growth areas which establishes a practice and approach that is generally accepted.

Overall, the peer review noted that previous reports provided a reasonable and well researched advice on the relative merits of each of the growth investigation areas. This included potential opportunities and constraints to future development, a land area requirement to deliver the appropriate population to create viable, well serviced communities (in the context of growth projections) and provided an assessment of the cost of development based on available data.

Based on this independent review, the approach is considered a reasonable and robust assessment of the comparative merits given the scale of the investigation areas, resources and information available. In short, the recommendations are sound and provide a reliable basis upon which to make projections on the implications of growth.

Considerations

The high-level assessment of the relative merits of each growth investigation area was undertaken taking into account:

- Access to services and jobs;
 - Traffic generation, road upgrades and transport needs;
 - Provision of diversity of housing choice, affordable housing and competition in the Ballarat land supply and housing market;
 - Financial and economic implications including cost of infrastructure to Council and Victorian Government;
 - Access to available spare capacity in existing infrastructure;
 - Cultural heritage;
 - Serviceability/Trunk Infrastructure requirements;
 - Visual/ landscape impacts;
 - Social and community infrastructure;
 - Land Capability;
 - Flora, vegetation and fauna impacts;
-

- Constraints (flooding, buffers); and
- Alignment with Strategic direction - Compact City, 10 minute City.

While the ultimate figures for items such as transport costs and trunk services are uncertain over such a long period of forecast, a comparison between the four growth areas based on an equal set of data and consistent modelling methodology is a reasonable basis upon which to compare the growth investigation areas.

While the specific costs and detail will develop further, the assessment mechanism of cost to development front comparison is a consistent measurement between fronts providing a comparison of cost and issues associated with the servicing of each front. In that context it provides a reliable tool to enable assessment.

The report presents a sound level of technical advice on the servicing and infrastructure needs and availability for the investigation areas based on the available information and high-level projections. The overall observation is that there are advantages and disadvantages for each of the growth fronts depending on which measure is used.

Observations on each of the four Growth Investigation Areas

The following observations for each growth investigation area has been identified to assist with putting into context the findings by the consultants. Any growth option comes with advantages and disadvantages that relate not only to cost but quality of life values for future residents and locational advantages regarding access to jobs and services.

Multi-criteria analysis as assessed can be found at **Attachment 1**. The following represents a summary of the advantages and disadvantages of each area:

Western Growth Investigation Area

The Western Growth Area is an expansion of the existing growth front to the west. The potential exists to create new neighbourhoods of 10,000 population adjacent to Ballarat's existing growth area.

Advantages

- Builds on an existing growth area and developing infrastructure
- Potential to transition from the existing growth area to new growth with the potential to utilise, short term, the adjoining community infrastructure
- Relatively cost effective to service

Disadvantages

- Provides limited diversity of location and choice for new communities
- Existing western growth area has remaining growth potential
- Some fragmented land ownership.

North West Growth Investigation Area

Largely remote from the existing urban area, this option is effectively the creation of a new town beyond the existing urban boundary of Ballarat. While it is ultimately of a size that could accommodate at least 20,000 population, much infrastructure would need to be delivered up front to avoid creating a poorly serviced community (e.g. Cardigan Village).

Advantages

- Would create a distinct new town rather than a contiguous expansion of Ballarat with (in the long term) an ability to create a separate entity to contiguous growth of Ballarat

- Single land ownership

Disadvantages

- Remote from existing services and Ballarat CBD and central district
- Would need to fund major community infrastructure and education early in the development phase
- Reliance on constrained Remembrance Drive as main transport route to and from Ballarat
- High cost to service with major trunk services.

Northern Growth Investigation Area

Physically separated growth area north of the Western Freeway. This presents the opportunity to create a new entity and largely self-sufficient new community that may integrate with Miners Rest South.

Providing the new community develops in “modules” or “neighbourhoods” of 10,000 population each (including any existing residential development) then one and possibly two new neighbourhoods, totalling a combined 20,000 population, could be created.

Advantages

- Location is the most cost effective to deliver trunk infrastructure (water, sewer, drainage and roads)
- The location provides a point of difference in the local housing market and some diversity of choice by location
- The area can be developed to a size that will be self-sufficient
- This location may be able to incorporate Miners Rest South as a first stage population, supporting some services early in the development Phase

Disadvantages

- The location is physically separated from the rest of urban Ballarat, this may provide some challenges to early residents in accessing services (schools, retail etc.) until the new community grows to a size that can start to provide services
- Long term major freeway crossings and impact on the arterial road network may result in some constraint or need to provide upgrades (a situation not uncommon in growth areas generally).

Eastern Growth Investigation Area

The eastern growth area presents challenges. Fragmented land holdings make land assembly and the ability to fund infrastructure upgrades difficult. Unless there are strong drivers for demand and rapid take up of land, fragmented areas often struggle to get started and maintain momentum.

Advantages

- May be able to build, in part, on existing services and provide access to better services for early residents
- Provides an alternative location to Ballarat West and is well located with proximity to the CBD

Disadvantages

- Difficult to aggregate and coordinate development over fragmented small parcels of land
- High cost to service
- Environmentally sensitive area

- Will create a “divided” community each side of the railway line with rail crossing providing an obstacle.

Conclusion

The order and general methodology of the consultants’ report is sound and provides a basis for proceeding to the next step of confirming the priority and timing for further planning of Ballarat’s Growth areas.

After a policy decision is made on the preferred growth area, Council will be required to undertake the next, more detailed stage of planning for delivery of the new growth front, including determining growth area boundaries, precinct and infrastructure planning, consideration of timing for commencement of new growth areas, staging of release of land and the best way to provide infrastructure and associated costs. While it is expected that the final boundary may change in each option, the general location will not.

Council will consider a phased roll out of more than one new growth front to maintain diversity of supply and to meet the desired competition and choices for the community.

The introduction of a new growth area will attract house buyers who may otherwise have bought into Ballarat West. Two growth areas will be serving the same market and any new growth area will have the effect of slowing down development in Ballarat West as demand is split between the two growth areas. This may have some impact on the costs of development to Council, especially the debt holding costs as loans taken out by Council to provide early infrastructure take longer to pay back.

While the new growth areas should ultimately be self-sufficient, it is the capacity of the existing urban area to provide early services that will make the new growth area more liveable, potentially extending time needed to provide local facilities. As urban infill is adopted, spare capacity in existing services will be able to service this new development. Understanding the implication of both on service delivery will assist in understanding when and where new infrastructure should be provided.

Any decision in relation to the most desirable next growth front for Ballarat is an amalgam of cost, ability to service, locational advantages and diversity within the community. Each growth investigation area has been assessed on its merits noting that all areas have both advantages and disadvantages.

On balance, the Northern Growth Investigation Area, followed by the Western Growth Investigation Area expansion, appear to be the most cost-effective options that can deliver affordable, well serviced communities.

It is concluded that Ballarat will be well served with three growth areas being:

- Established infill, including urban renewal areas and convenience living areas;
- Existing and expanding Western growth area; and
- A new Northern growth area.

It is estimated that at current growth rates, around 25 years land supply will be accommodated through the identification and planning of both the Northern growth area and Western growth areas.

It is important to note that following further investigation, some component areas of the growth investigation areas may be deemed unsuitable for development (constrained, has fragmented

land holdings etc) and the boundary will need to be reconsidered in order to accommodate the desired community size. This does not dismiss the general location.

Next steps – Planning and Management of Land Release

Policy Amendment

Undertake amendment to Ballarat Planning Scheme to remove references to Greenfield Investigation Areas (Clause 21.02-4) and replace with references to Ballarat's preferred growth areas with associated mapping.

Commence Precinct Structure Planning – Summary of Requirements

Once the order of planning for growth is determined, there will need to be a priority of preparing "Precinct Structure Plans" (PSP) and Development Contributions Plans (DCPs). Each growth area should have a single PSP to plan for a complete community.

In order to commence the production of a Precinct Structure Plan, Council will identify known and potential unknown constraints by land area. This will require more detailed modelling of biodiversity, flood modelling, heritage, odour and noise constraints and will likely extend beyond the current nominated boundaries.

The PSP/DCP process will calculate potential urban areas and non-urban areas and identify infrastructure capacity and needs such as roads, schools, community and recreational facilities, retail and commercial, and an open space network.

A detailed release, land budget, population and servicing concept for the preferred growth area will:

- Confirm size and define growth area boundaries with the goal of planning for complete communities;
- Accept that without further detailed analysis at a later stage of planning, nominated growth areas may vary;
- Manage the release of land and infrastructure to ensure Council is not unduly exposed to costs that threaten the financial position of Council; and
- Identify the point in time when Council will permit development to 'jump' into a new growth area. This is likely to be the point in time when existing Ballarat West reaches the fragmented land component – estimated to be around 2024-25.

Initiate a planning scheme amendment to incorporate the PSP and rezone land

Once a draft PSP is available, Council will proceed with a planning scheme amendment to incorporate the PSP and rezone land to appropriate uses consistent with the PSP.

There is an advantage in delaying the rezoning of land until detailed planning is completed through the PSP process as it will ensure that no false expectations exist for land owners. The PSP will confirm specifically what land is developable and what is not. Premature rezoning may result in significant changes once the PSP is completed.

Through this process, Council will minimise the cost to landowners. There is real risk of encouraging land speculation and increase in property values (with associated tax implications for some) simply on the potential for development.

This should be done through one amendment to ensure Council will not be undertaking multiple amendments with associated time and cost implications.

Indicative Timeline - Key Steps

2019-2020	Seek Ministerial Authorisation for Policy Amendment
	Liaison with VPA/DELWP – clarification of responsibilities
	Preparations for PSP and DCP including commencement of studies on: Infrastructure capacity and requirements, heritage, vegetation, traffic/transport.
	Integration with HUL roadmap
	Consultation with stakeholders – Imagine Ballarat
	Policy amendment drafting
2020-2021	Independent Planning Panel for Policy Amendment
	Policy Amendment adoption into planning scheme
	Seek Ministerial Authorisation for rezoning to UGZ and introduction of PSP/DCP to Planning Scheme
	Detailed PSP preparation including defining boundaries, preparation of draft PSP and DCP
	Community Consultation
2021-2022	Finalisation of PSP/DCP
	Statutory Exhibition
	Panel for Rezoning and PSP/DCP
2022-2023	Adoption into Planning scheme of PSP and DCP for new growth area
	Commencement of Development

LEGISLATION, COUNCIL PLAN, STRATEGIES AND POLICY IMPACTS

- *Charter of Human Rights and Responsibilities Act 2006*
- City of Ballarat Council Plan 2017 – 2021
- The Ballarat Strategy, 2015

REPORTING AND COMPLIANCE STATEMENTS

Implications	Considered in Report?	Implications Identified?
Human Rights	No	No
Social/Cultural	Yes	Yes
Environmental/Sustainability	Yes	Yes
Economic	Yes	Yes
Financial/Resources	Yes	Yes
Risk Management	No	No
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 – Opportunities arise to create new communities to accommodate the expected population growth in Ballarat. Consideration of opportunities from the provision of a

critical mass of population allows self-containment in terms of services and social infrastructure.

Coordination of input into the future planning of communities through the precinct planning process will provide for the integration and protection of key cultural and natural assets, including Historical Urban Landscapes, infrastructure planning and adoption of policies such as affordable housing.

Environmental/Sustainability – Strategic direction within the Ballarat Strategy and Ballarat Planning Scheme provide for environmental and sustainability considerations. A key metric in undertaking and assessment of the growth investigation areas is the performance of each area in respect of potential environmental performance based on location and impact.

Further work is required at precinct planning stage to ensure protection and management of key environmental assets within the preferred precinct.

Economic – Identification of a new growth front provides a commitment to the growth aspirations of Ballarat resulting in sustained economic growth opportunities over the coming decade in local industries.

Financial/Resources – Identification of a new growth area will have financial planning implications for Council and State Government as it relates to the provision of infrastructure. Each area has been assessed on its estimated cost implications for Council at a high level with further work to provide for the identification, timeframe, location and costs of specific infrastructure through the Precinct structure planning and development contributions plan processes. Management of the process will require careful consideration of resource allocation within the Council management structure.

Risk Management – It is considered that the report does not directly impact on active risk management plans and considerations for Ballarat City Council. Financial and legal risks will be managed through the precinct structure plan process and planning panels.

Implementation and Marketing – Once a decision is made to progress with a Planning Scheme Amendment constituting a policy change to the Planning Scheme, further work need to be undertaken in consultation with State Government agencies such as DELWP and the VPA to progress. Next steps relating to the release of Ballarat's new growth areas are outlined under Management of Land Release, above.

Strategic planning officers are working with Council's communications team to develop opportunities to market Ballarat's new greenfield area.

Evaluation and Review – A lengthy and thorough process of evaluation has been undertaken in order to justify recommendations contained in this report. Consultant reports have been prepared, analysed and peer reviewed to ensure methodology and approach are robust.

CONSULTATION

Formal consultation will be undertaken as part of the statutory planning scheme amendment process.

OFFICERS DECLARATIONS OF INTEREST

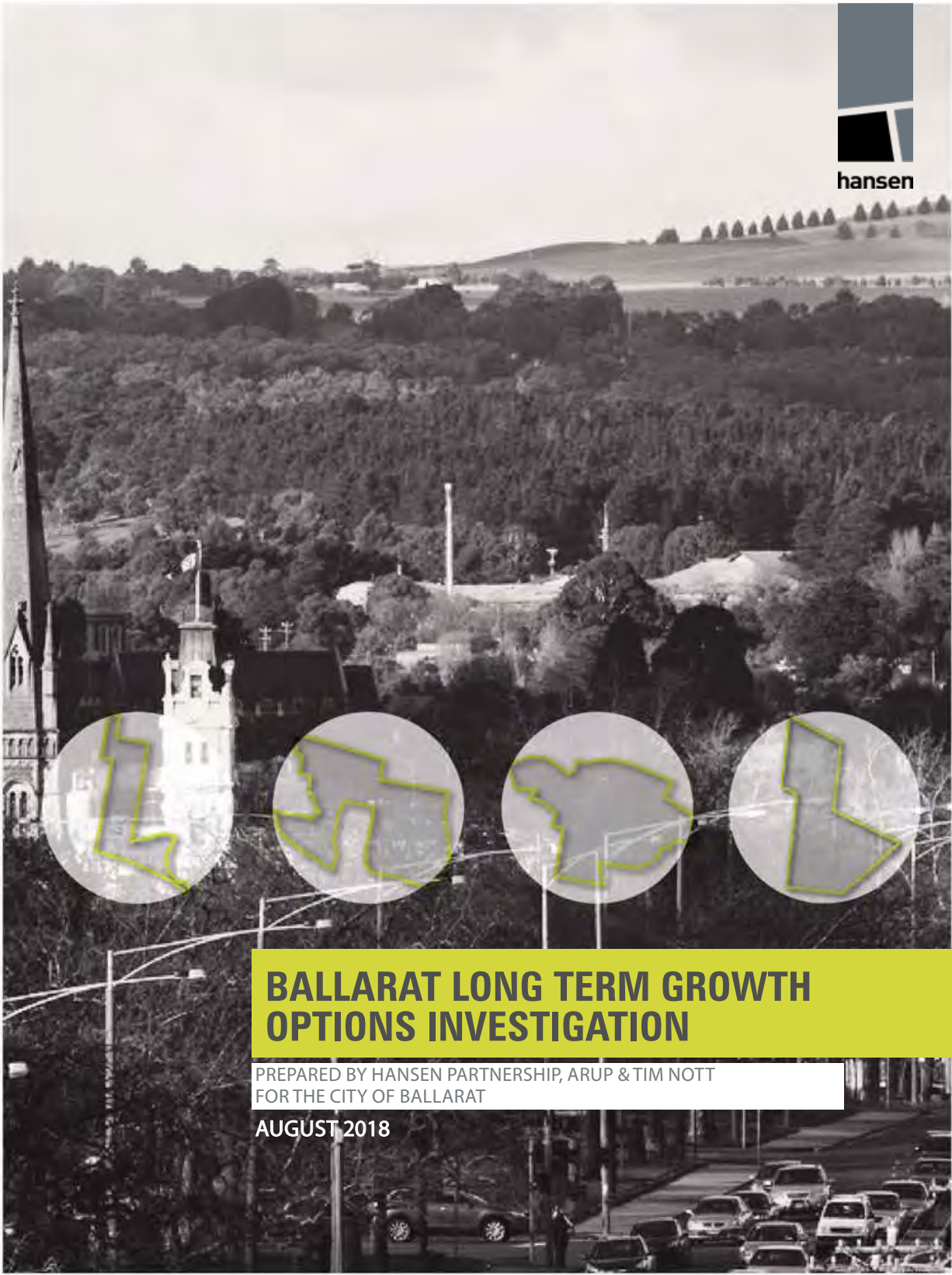
Council Officers affirm that no direct or indirect interests need to be declared in relation to the matter of this Report.

REFERENCE DOCUMENTS

N/A

ATTACHMENTS

1. Attachment 1 - Ballarat Greenfields Investigation Areas Study August 2018 Final [10.5.1 - 304 pages]
2. Attachment 2 - Background Report GIA - Economic Assessment - June 2018 [10.5.2 - 36 pages]
3. Attachment 3 - Background Report N, W, E GIA - Technical - June 2018 (update) [10.5.3 - 159 pages]
4. Attachment 4 - Background Report NW GIA - Technical - 18 June 2018 [10.5.4 - 156 pages]
5. Attachment 5 - Background Report N, W, E GIA - Landscape - 2015 [10.5.5 - 128 pages]
6. Attachment 6 - Background Report NW GIA - Landscape - June 2018 [10.5.6 - 60 pages]



BALLARAT LONG TERM GROWTH OPTIONS INVESTIGATION

PREPARED BY HANSEN PARTNERSHIP, ARUP & TIM NOTT
FOR THE CITY OF BALLARAT

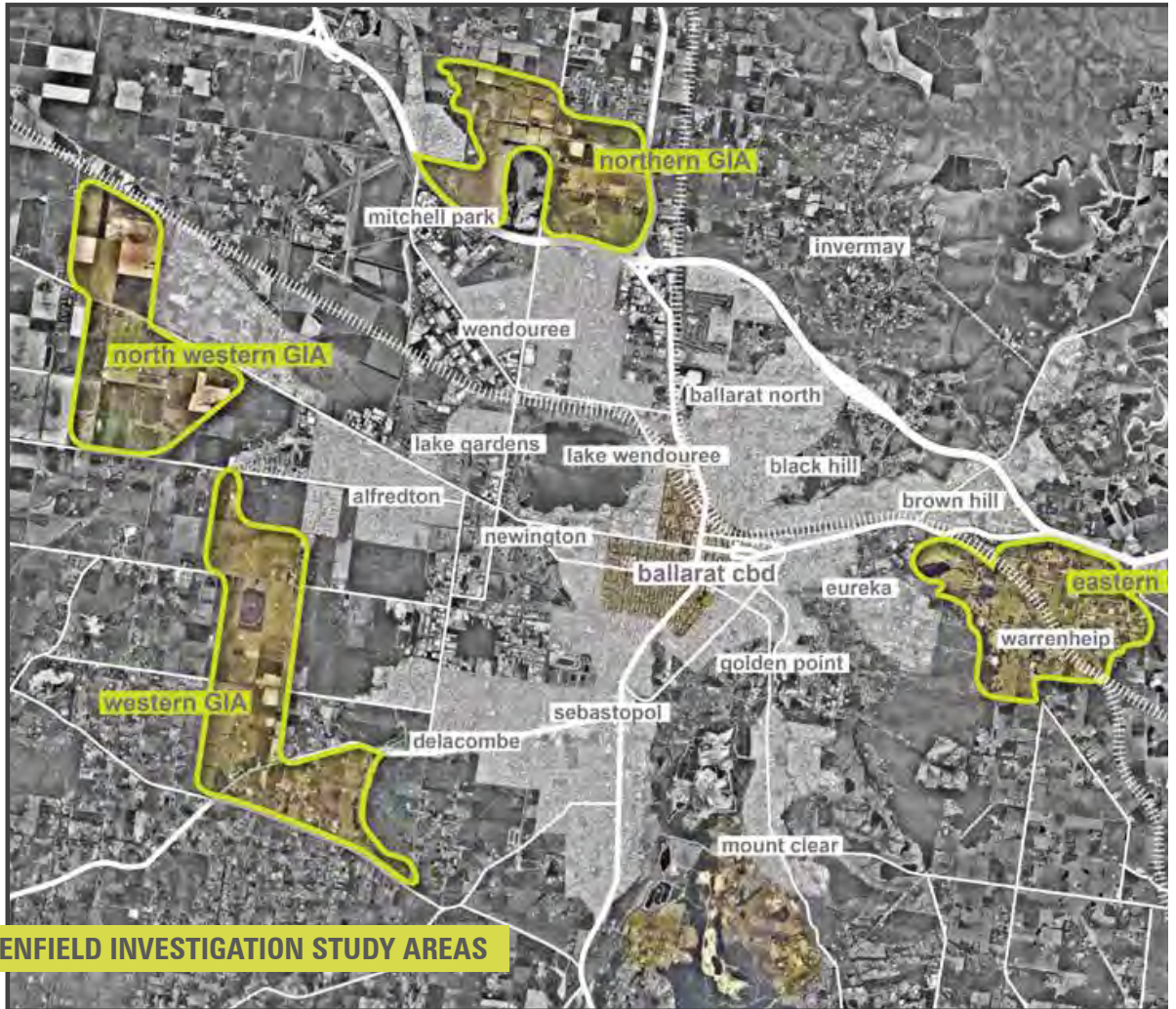
AUGUST 2018



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EXECUTIVE SUMMARY ●●●●



GREENFIELD INVESTIGATION STUDY AREAS

Map 1 Greenfield Investigation Study Areas



INTRODUCTION



The City of Ballarat has engaged Hansen Partnership, ARUP and Tim Nott Economics to prepare the **Ballarat Long Term Growth Options Investigation**. Hansen Partnership is the lead consultant on this project.

This report is presented in two parts. The first, Part A - Summary Assessment & Recommendations provides the overall findings and recommendations made as part of the project. The second, Part B - Background: Detailed Assessment of GIA's contains the detailed analysis and technical aspects of the assessment of each of the four Growth Investigation Areas (GIA's) which are the subject of this study.

THE PROJECT

Council have currently approved 1,290ha of future urban expansion known as the Ballarat West Growth Area, which provides sufficient land to accommodate urban development extending through to approximately 2040. However, Council are obligated under the State Planning Policy to identify at least 15 years of land supply for future urban expansion. Therefore within the life of the Ballarat Strategy (2015), Council will need to identify the next growth area for future urban expansion, in order to maintain the 15 years supply.

The Ballarat Strategy (2015) nominated three (3) Greenfield Investigation Areas (GIA's) for further study and feasibility analysis, to determinate their suitability to accommodate Ballarat's long term growth.

Amendment C194 sought to formally implement The Ballarat Strategy (2015) into the Ballarat Planning Scheme. The Planning Panel Report associated with Amendment C194 recommended that a fourth area be considered as part of the Greenfield Investigation Area project. The fourth investigation area is known as the North Western GIA and is shown on Map 1 and has been considered as part of this study.

RELEVANT CONTEXT

An original version of this report was completed in January 2016, which considered the three GIA's designated within the Ballarat Strategy.

In parallel Council sought to formally implement the recommendations of the overarching Ballarat Strategy via Planning Scheme Amendment C194. Through this formal Planning Scheme Amendment process for the implementation of the Ballarat Strategy, the owners of a large land holding at 614 Cuthberts Road, Cardigan located at the western fringe of Ballarat (owned by TIGA (Ballarat) Pty. Ltd.), argued that their land of 575 hectares should be considered as a precinct for future urban development.

Following a deliberation of the range of detailed issues raised and expert evidence presented, the Planning Panel for Amendment C194 highlighted that while it made no findings about the relative merits of potential growth options of the TIGA land, that this land should nevertheless be designated as a Growth Investigation Area and therefore should be assessed and ranked against the other 3 GIA's designated within the Ballarat Strategy.

In recognition of this Planning Panel recommendation, consideration of the fourth investigation area, referred to as the North Western GIA, has been included within this updated version of the report.

Revisiting the study to consider a fourth area has allowed opportunity for additional detailed technical investigations to be undertaken by Central Highlands Water, as well as for additional investigations undertaken with infrastructure service providers. Revisiting the project also provided the opportunity to develop a more streamlined assessment framework to bring together the findings and assessment framework to inform the ultimate recommendations.



AMENDMENT C194

As Amendment C194 functioned to formally implement the recommendations of the Ballarat Strategy into the Ballarat Planning Scheme, it consequently introduced *Clause 21.02-4 Greenfield investigations area*. This Clause provides relevant statutory and strategic context for this report. For clarity *Clause 21.02-4 Greenfield investigations areas*, states in full:

Clause 21.02-4 Greenfield investigations areas

The Ballarat West Growth Area is the primary greenfield development area for Ballarat. Medium to long-term greenfield investigation areas (as identified in Figure 2 – Housing Framework Plan) require a more detailed feasibility assessment. Identification as an investigation area does not necessarily indicate strategic support for land use change potential.

Objective 4

To ensure that greenfield development is connected to the existing urban area.

Strategies

4.1 Discourage rezoning of additional greenfield land, which would compete with Ballarat West, until the market requires additional supply.

4.2 Ensure that future greenfield development is focused within roughly an 8km arc from the center of Ballarat.

4.3 Avoid ad-hoc and unplanned greenfield development.

4.4 Discourage disconnected or 'leap frog' development.

4.5 Minimise the impacts of development on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base.

4.6 Ensure the need for buffers to protect major water and sewerage assets and treatment plants from encroachment by sensitive land uses is taken into account as part of any greenfield investigation.

PURPOSE

The project seeks to put in place a strategic framework to determine the long term future urban growth corridor options for Ballarat, whilst maintaining at least a 15 year supply of available land for residential development into the future, including up to and beyond 2040.

The purpose of the Ballarat Long Term Growth Options Investigation is to undertake a feasibility study into future development merit and potential of the four nominated GIAs: Western, North Western, Northern and Eastern. The study aims to determine where this long term growth (post 2040) should be allocated.

The objectives of the study are to provide strategic analysis of the constraints, opportunities and relative merits of each GIA for future growth; and to identify key planning objectives and outcomes for each GIA. During the preparation of this analysis report the planning, environmental, economic, physical and community infrastructure constraints and opportunities of each of the four areas were investigated.

The report does not make recommendations relating to detailed design of any future development that may occur in the GIAs. Furthermore Council has not made any decisions about which GIA's should or should not grow. The information gathered through this project will help to guide that decision.



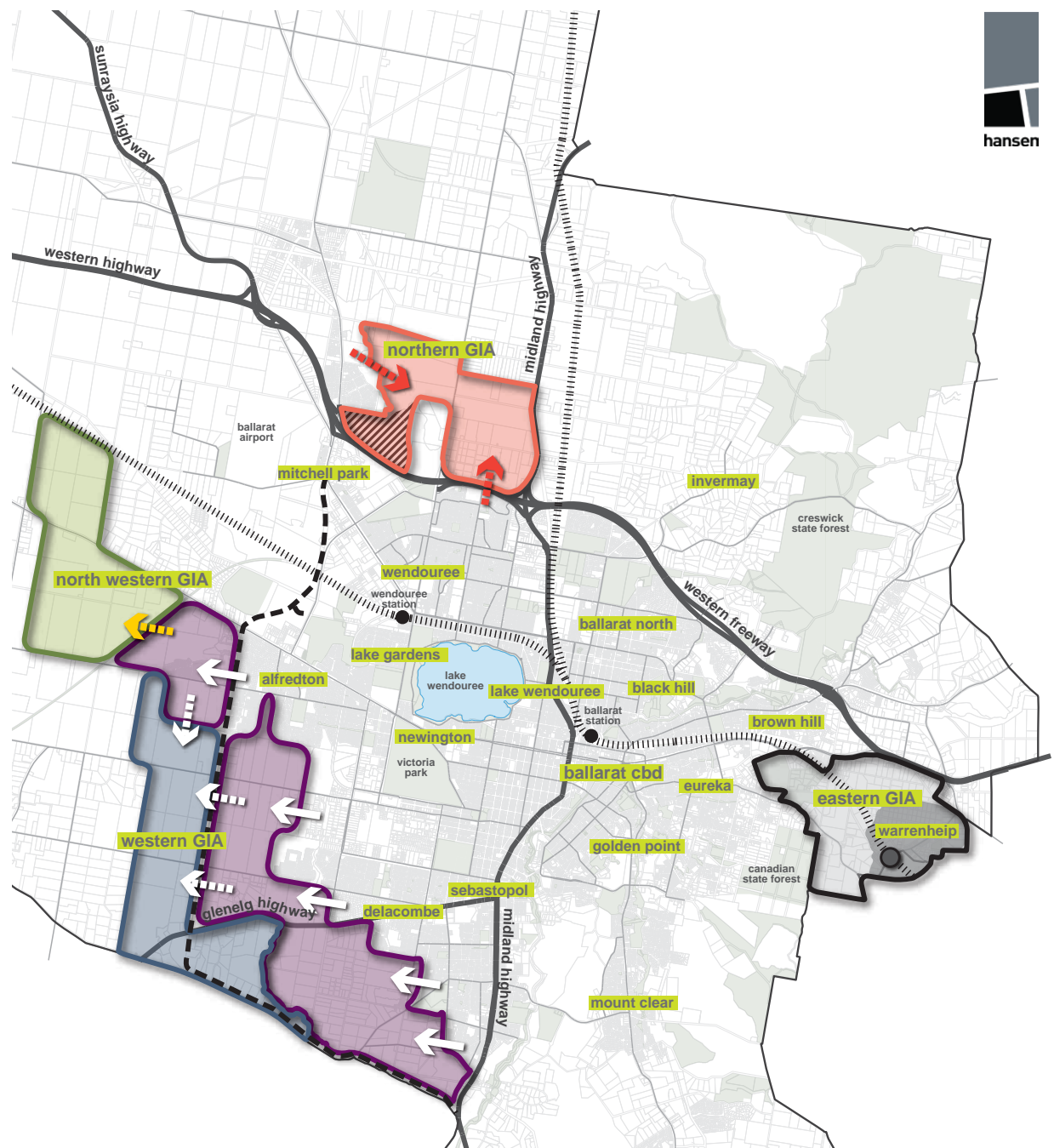
REPORT STRUCTURE

The study has been broken down into two components.

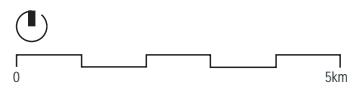
Part A provides the overall summary assessment and recommendations. Assessment criteria have been applied to identify the advantages and disadvantages of all four GIA's and provide detailed justification and recommended future staging.

Part B, the analysis section of the report includes a detailed assessment of each of the individual GIA's, including:

- **Land Capability Assessment:** this includes geotechnical, land stability, biodiversity, topography, natural disaster risk (including flooding and fire), land contamination, buffer areas, open space, land fragmentation, existing utility infrastructure and existing community infrastructure.
- **Planning Policy Assessment:** this includes current local planning policies, zoning and planning overlays, cultural heritage, view sheds, landscapes and external interfaces.
- **Accessibility Assessment:** this includes road network, rail network, public transport network, walking and cycling networks.
- **Deliverability/ Implementation Assessment:** this includes land ownership, land owner/ key stakeholder and community opinions, potential residential product types and price points, new utility infrastructure and new community infrastructure.
- **Financial and Economic assessment:** this includes an overarching analysis of the Ballarat housing market and its historic trends and projections; and a review of the cost to the community of development on the fringe compared with infill development.



OVERALL RECOMMENDATIONS



Map 2 Ballarat Context

LEGEND

- municipal boundary
- current growth area for ballarat
- long term growth option (western GIA)
- potential second growth front (northern GIA)
- limited development potential (eastern GIA)
- potential long term growth subject to new warrenheip station
- long term growth option north western GIA (subject to addressing site servicing issues)
- development extension of existing urban ballarat
- long term future extension of current growth area
- potential direction of long term new growth front
- potential direction of new growth front
- crown land (no development potential)
- freeway / highway
- arterial / connector road
- railway lines
- existing train station
- potential train station
- water body
- open space

GREENFIELD INVESTIGATION AREAS

This study broadly focuses on the four Greenfield Investigation Areas (GIA's) identified in *Clause 21.02-4 Greenfield investigations areas*. The following is a brief description of each GIA:

THE WESTERN GREENFIELD INVESTIGATION AREA IS:

- Located in parts of Bunkers Hill, Lucas and Smythes Creek;
- Broadly bound by Dyson Drive, the Kensington Creek corridor and the Ballarat West Growth Area boundary to the east, Cuthberts Road to the north, Bunkers Hill to the west and the municipal boundary / Bells Road to the south;
- Partially bound by and intersected by the Glenelg Highway; and
- Partially bound by the proposed Ballarat Western Link Road along its eastern boundary.

THE NORTHERN GREENFIELD INVESTIGATION AREA IS:

- Located in parts of Mount Rowan and Miners Rest;
- Broadly bounded by Mount Rowan / Cummins Road to the north, the Burrumbeet Creek Corridor / Delaney Drive to the west, the Western Freeway to the south and the Midland Highway to the east; and
- Adjacent to the Ballarat North Waste Water Treatment Plant & Water Reclamation Plant on the northern side of the freeway.

THE EASTERN GREENFIELD INVESTIGATION AREA IS:

- Located in Warrenheip including parts of Ballarat East;
- Roughly bound by Fussell Street and the edge of the Canadian State Forest to the west, the municipal boundary to the south, Clarkes Road and Killarney Road to the east and the Western Highway and Ballarat-Burrumbeet Road to the north;
- Intersected through its middle by the railway line; and
- Adjacent to the Moorabool Shire along parts of its south, east and south east boundaries. A small portion of the study area is within the Moorabool Shire, being associated with the former Warrenheip train station and railway line.

THE NORTH WESTERN GREENFIELD INVESTIGATION AREA IS:

- Irregular in shape and located to the west of Ballarat in parts of Lucas and Cardigan.
- Roughly bound by the railway alignment to the north, Dowling Road/ Ballarat-Skipton Rail Trail to the east, Cuthberts Road to the south and partially bounded by Draffins Road to the west.
- Broadly divided into two halves its middle by Remembrance Drive.
- Land to the south of Remembrance Drive is located adjacent to the Lucas Estate Alfredton West Precinct (i.e. east side of Ballarat-Skipton Rail Trail).
- Land to the north of Remembrance Drive is located adjacent to an existing Rural Living Zone (RLZ) land.



PART A - SUMMARY ASSESSMENT & RECOMMENDATIONS

OVERVIEW



REPORT CONTEXT & DECISION FRAMEWORK

Part A brings together a summary of the detailed analysis undertaken of each of the GIA's, and to present formal project recommendations.

Part A is structured to ensure that there is a clear understanding of why particular recommendations have been made and includes more detailed implementation options.

To understand the strategic directions and full suite of strategies and actions relating to the future development of Ballarat, this report must be read in conjunction with the Ballarat Strategy.

It is important to understand that the recommendations presented in Part B do not represent the full suite of strategies and objectives relating to the future development of Ballarat, which are separately detailed within The Ballarat Strategy (2015). Therefore the Part B recommendations need to be read in conjunction with and be complimentary to the broadly strategic directions contained within the Ballarat Strategy (2015).

The recommendations made within Part A have been informed by and are underpinned by the following decision framework:

- Strategic planning assessment of influential factors including: summary of the economic analysis and an analysis of a number of identified key drivers and critical questions.
- Multi-Criteria Assessment containing a summary of the detailed analysis contained in Part B.

KEY DRIVERS

The drivers listed below represent broader matters which will underpin the development of Ballarat into the future. The key drivers are considered to be as follows:

- Ballarat is a major regional growth centre and an employment, service and tourism centre for western Victoria.
- There is a forecasted rapid population growth to be accommodated within Ballarat from the current 100,000 population to 160,000 by 2040.
- Ballarat West Growth Area provides sufficient land to accommodate the next 20-22 years of urban development (extending through to approximately 2040), however within the next 5-7 years Council will need to start considering where the next potential growth fronts of Ballarat will be accommodated to maintain at least 15 years of land supply for future urban expansion.
- There is more than ample land which could theoretically accommodate Ballarat's future residential growth requirements, but there is a need for robust analysis to identify the preferred location and potential staging and timing for development.
- Issues exist in relation to the timing and staging of residential development around Ballarat, including developer interest in bringing online growth fronts not currently identified within strategic policy.
- Areas that are more complex to service (particularly sewer and stormwater servicing) for urban uses will be associated with higher infrastructure costs.
- The Ballarat West Growth Area is changing the urban structure of Ballarat by seeking to direct the majority of growth into a single growth front which has potential to impact on the future pattern of urban development.

CRITICAL QUESTIONS

In order to assist with the formulation of the recommendations, a number of critical questions are considered. The posed 'critical questions' broadly address matters encapsulated within the 'key drivers'.

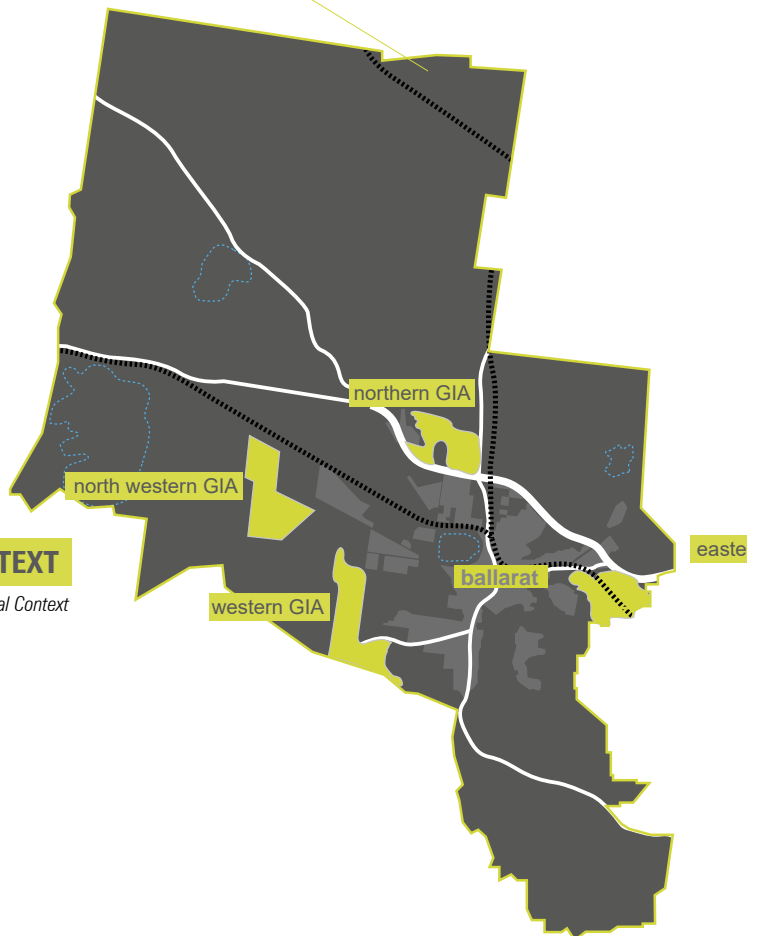
The critical questions are considered to be as follows:

- The extent of development Ballarat needs to accommodate population growth to 2040 (i.e. infill, greenfield & other).
- The amount of greenfield development required in Ballarat to 2040 (i.e. lots per year).
- The extent of land Ballarat has identified to accommodate urban expansion up to 2040.
- The timeframe in which Ballarat has less than 15 years supply of land nominated for urban expansion.
- Whether additional land needs to be identified in Ballarat to accommodate urban expansions before 2040.
- The GIA (or parts of the GIA's) which is best suited/ preferred to accommodate future urban development in Ballarat.
- The potential benefits and/ or dis-benefits in designating a second housing growth front in Ballarat.
- The logical timeframe to commence planning for and development in the preferred GIA/s.
- The potential benefit and/ or dis-benefits in bringing development forward at an earlier stage.



REGIONAL CONTEXT

Map 3 Regional Context



MUNICIPAL CONTEXT

Map 4 Municipal Context

REGIONAL & MUNICIPAL CONTEXT



Ballarat is one of the 10 regional cities in Victoria, located directly west of Melbourne and is part of the Central Highlands region. Broadly, Ballarat is renowned for its knowledge intensive services particularly its educational facilities, its tourism opportunities and its transport, manufacturing and food processing industries. Ballarat is positioned along a major transport corridor from Melbourne, including the Ballarat rail corridor linking the two major economic centres and tourism destinations. Major freight flows through Ballarat on its way to South Australia, through Horsham.

Ballarat is appreciated by its community and by visitors alike, for its historic streetscapes, lifestyle opportunities, beautiful CBD and boulevards, the lake, and outstanding Australian heritage tourism experiences. Ballarat is also renowned for its civic institutions, regional health facilities, and as a centre of excellence for secondary and regional tertiary education. It has a strong and stable employment base, in both the public and private sectors, and benefits from being within an hour's travel time of Melbourne.

Ballarat presently has a population of around 100,000 and with steady growth is expected to increase to 160,000 by 2040. The community has strong values about the uniqueness of Ballarat, its lifestyle values and the ease of moving around the city. However, Ballarat is a city in transition. Ballarat is now growing beyond its historic inner urban core, which is a significant element of the 'image' of Ballarat as an historic city, with a special feel and character.

Urban expansion over recent decades in places such as Wendouree to the north-west, Alfredton to the west and Delacombe to the south-west, has brought more typical 'suburban development' to Ballarat. It has moved people further from the CBD and has led to a new wave of suburban shopping and activity centres, reducing the need for people to travel to the CBD. It has reinforced the need to travel by car and has made the city less accessible by walking, cycling and public transport.

The values expressed by the community in the document "Ballarat Imagine- Our Vision for 2040", which follow through to the Ballarat Strategy (2015), clearly identify that the community wants to retain and reinforce the valued qualities that make Ballarat a special place, in the face of considerable change and development. It will be important to have regard to these views in the progress of this project.

m GIA

PLAN MELBOURNE

Plan Melbourne is a metropolitan strategic plan first introduced in 2014 and following a review and 'refresh' process, an updated version of Plan Melbourne was released in March, 2017.

Plan Melbourne is a strategy to guide residential, commercial and industry development to accommodate population, housing and employment growth throughout Victoria over the next 33 years, until 2050.

Plan Melbourne makes a range of statements and contains principles, outcomes, directions and policies which are relevant to the scope and context of the Ballarat Long Term Growth Options Investigation project. Relevant principles, outcomes, directions and policies relating to regional Victoria include:

- *Principle 3: A city of centres linked to regional Victoria*
- *Outcome 7: Regional Victoria is productive, sustainable and supports jobs and economic growth*
- *Direction 7.1: Invest in regional Victoria to support housing and economic growth*
- *Policy 7.1.1: Stimulate employment and growth in regional cities*
- *Direction 7.2: Improve connections between cities and regions*
- *Policy 7.2.1: Improve transport and digital connectivity for regional Victoria*
- *Policy 7.2.2: Strengthen transport links on national networks for the movement of commodities*

Within Plan Melbourne's intent to plan for growth and change in regional Victoria, Ballarat is identified as one of Victoria's 10 regional cities which are: *"important urban settlements with diverse economies and strong communities that operate as service hubs for many smaller communities. Development of individual cities and towns should be in keeping with their character and balanced with the protection of the productive land, economic resources and biodiversity assets that are critical to the state's economic and environmental sustainability"*.

With a projected increase of population in Victoria to around 10.1 million by 2051, and 0.7 million of this within regional Victoria, major regional cities like Ballarat will need to accommodate a greater share of population growth, to relieve some of the pressure on Melbourne.

Likewise with their proximity to Melbourne, the cities of Ballarat, Geelong and Bendigo currently accommodate the greatest population growth in regional Victoria. Beside Melbourne, regional cities like Ballarat provided for 9% of population growth in the last 10 years (Australian Bureau of Statistics, 2001 and 2011).

The Central Highlands Regional Growth Plan which includes Ballarat has been developed by State Government in 2014, which provides long term land use and transport plans to manage population growth and development within the city and wider region.

This regional growth plan for Ballarat has been further developed within the Ballarat Strategy (2015).

BALLARAT STRATEGY (2015)

Today Tomorrow Together: The Ballarat Strategy (2015) is a major strategic planning document which has been developed from community input and support, to outline a shared community vision for the future. The Ballarat Strategy guides growth and development to appropriately manage change that builds on the strengths, values and character of the city.

Two key platforms which underpin the Ballarat Strategy are: the '10 Minute City'; and the 'City in the Landscape'. More broadly the Ballarat Strategy identifies and recognises the opportunities to manage this change to create a greener, more vibrant and connected Ballarat.

The '10 Minute City' "...seeks to support complete, liveable neighbourhoods within a compact city, based around:

- Compact city form
- Complete local neighbourhoods
- Land uses and precincts supporting jobs, productivity and efficiency
- High quality local connections".

The '10 Minute City' involves:

"Supporting Complete, Liveable Neighbourhoods within a Compact City: The '10 Minute City' concept in Ballarat reflects community aspirations to maintain existing levels of access to destinations and services even when the city grows over time. It supports the ability for all residents of Ballarat to be able to do more of their day to day shopping, accessing of services and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods so residents find it easier to move around and reduce the need to use the car for short-journeys.

More than just a benchmark, it is a way of guiding decision-making which influences the shape, form and function of the Municipality. It will help guide growth and change in Ballarat so in 2040 it is a place which has:

1. Compact city form – new housing has developed in a pattern focussed on supporting a compact, efficient and productive city
2. Complete local neighbourhoods – residents can predominantly access their day to day needs in local centres, reducing the need to travel
3. Land uses and precincts supporting jobs, productivity and efficiency – businesses are able to connect, share knowledge, access workers and markets through a city structure designed for the future economy
4. High quality local connections – safe, accessible and permeable neighbourhoods encourage walking, cycling and public transport as convenient transport options. High amenity public spaces encourage people to use them, with widespread health and safety benefits
5. Supporting the economic transition to the jobs of tomorrow"

In context of the 10 Minute City concept, Initiative 2.1 is relevant as it states:

"Work towards all urban residents being able to access most of their daily needs within 10 minutes walk or cycling from home".

With an aim to achieve a compact city form, Initiative 2.1 states:

“Unplanned and dislocated greenfield developments have long-term costs to the community and can result in poorly connected services if not properly planned in appropriate locations with access to key services such as the public transport network. Criteria are to be adopted to consider future applications for greenfield development – based around the compact form, transport accessibility and opportunity to develop complete neighbourhoods”.

Initiative 3.6 of the Ballarat Strategy (2015) is relevant to the scope of the current project as it specifically seeks to: *“Clarify the Feasibility of Future Greenfield Areas, and then Engage with Local Communities on what this may mean for their Area”.*

Initiative 3.6 is further expanded upon with the Ballarat Strategy (page 152) to state:

“Although Ballarat has significant greenfield supply available at the moment, it is expected this supply will approach the 15 year minimum threshold before 2040, as the Ballarat West Growth Area is developed. It is important to strategically assess the next phase of greenfield development after Ballarat West to identify future options.

Over the short-medium term, feasibility assessments are proposed to be undertaken to identify the relative merits of medium to long term greenfield development in targeted areas meeting the ‘10 Minute City’ principle.

These areas include land west of the current Ballarat West Growth Area; land to the north of the Western Freeway in the vicinity of Miners Rest; and at Warrenheip. Council will then engage with local communities to determine the range of options able to offer the greatest potential for Ballarat’s long-term future”.

Initiative 3.7 is also relevant to the current study as it seeks to: *“Support applications for additional greenfield land supply, in addition to Ballarat West, only where it supports Ballarat as a compact, highly liveable and well-connected city.”*

Initiative 3.7 further states:

“Large-scale greenfield development not covered by the Ballarat West and Alfredton West Precinct Structure Plans must demonstrate alignment with the following criteria:

- *The proposal is of a size and scale to be considered a significant growth front for Ballarat’s future*
- *The developer or consortium represents the vast majority of the developable land area in that precinct*
- *It is recognised feasibility assessments will be required, to be paid for by the applicant*
- *It is agreed greenfield developments will be required to be appropriately master-planned, involving a precinct structure plan or similar and include development contributions to fund infrastructure*
- *The proposal meets the principle of the ‘10 Minute City’ which provides strategic direction that future greenfield development can and should be focused within roughly an 8km arc from the centre of Ballarat, to support the future of Ballarat as a compact, highly liveable and connected city*
- *The proposal is connected to the existing urban area – disconnected or ‘leap frog’ development will be discouraged*
- *The location minimises overall civil, community and transport infrastructure costs*
- *The location minimises impacts on Ballarat’s historic urban landscape, the environment and Ballarat’s natural resource base*

- *The pattern of growth supports public transport use and the development of high-frequency transit corridors.*

These criteria will be embedded in the Ballarat Planning Scheme as important to the strategic justification of future greenfield growth”.

A brief analysis of the modifications to the Ballarat Planning Scheme which have resulted from the formal implementation of The Ballarat Strategy follows.

PLANNING SCHEME AMENDMENT C194

Following the completion of the Ballarat Strategy Council sought to implement the strategy within the Ballarat Planning Scheme via Planning Scheme Amendment C194.

The Amendment proposed a new LPPF to give effect to the Ballarat Strategy, which is Council's long-term land use strategy for managing change towards 2040.

Following the formal Planning Panel process in June, 2016, the Planning Panel report for Amendment C194 was issued on 4 August, 2016. Within the report the Planning Panel summarised Council's position as follows:

"Council submitted that the '10 Minute City' is at 'the core of the community desire to enjoy the benefits growth can bring, without losing what makes Ballarat distinctive' and provides a platform guide the shape, form and function of the Municipality. The concept underpins multiple planning objectives that align with state and regional policy:

- *Compact city form which reinforces the role of the CBD*
- *Complete local neighbourhoods where residents can predominantly access their day to day needs in local centres, reducing the need to travel*
- *Land uses and precincts supporting jobs, productivity and efficiency*
- *High quality local connections – safe, accessible and permeable neighbourhoods encourage walking, cycling and public transport as convenient transport options*
- *Ballarat to be structured to support the economic transition to the jobs of tomorrow".*

PLANNING PANEL RECOMMENDATIONS

With their report the Planning Panel recommended Amendment C194 be adopted as exhibited subject to a number of revisions being made.

The Panel recommendations are included in full below.

1. Make the post-exhibition changes to the Municipal Strategic Statement relating to Urban Renewal Precincts, shown in Appendix D of this report, which Council supported.

2. Edit the MSS to remove content that does not inform decision making or is repetitive.

3. Amend Clause 21.02-4 (Greenfield investigation areas) Strategy 4.2 to read:

4.2 Ensure that future greenfield development is focused within roughly an 8km arc from the centre of Ballarat.

4. Amend Clause 21.02 Figure 2 Housing Framework, and relevant parts of the Strategy, to identify 614 Cuthberts Road, Cardigan (the TIGA land) as a 'Greenfield investigation area'.

5. Add an objective and supporting strategies to Clauses 21.08 (Transport and infrastructure) and 21.02-4 (Greenfield investigation areas) to explicitly protect critical water and sewerage infrastructure asset to the following effect:

Objective (Clauses 21.08)

To ensure the major water and sewerage assets and treatment plants (including the Ballarat Water Reclamation Plant and Ballarat South Waste Water Treatment Plant are protected from encroachment by sensitive uses.

Strategy

Provide a buffer around the Ballarat Water Reclamation Plant and Ballarat South Waste Water Treatment Plant to minimise encroachment by sensitive land uses.

Strategy (Clause 21.02-4)

Ensure the need for buffers to protect major water and sewerage assets and treatment plants from encroachment by sensitive land uses is taken into account as part of any greenfield investigation.

6. Amend the MSS plan/s, such as Clause 21.08 Figure 6 Strategic Infrastructure Plan, to include the Ballarat North West and Ballarat South Waste Water Treatment Plants.

COMMENT ON PANEL RECOMMENDATIONS

Based on the six recommendations of the Panel, those of greatest relevance for the current project are recommendations three, four, and part of recommendation five.

Brief comment on each of these recommendations is provided below.

RECOMMENDATION THREE

Recommendation three of the Panel effectively seeks to ensure a more nuanced approach is taken when considering the potential location of new greenfield development, and for it not to be purely based on a radius based locational assessment.

This is confirmed through the Panel's statement within the Executive Summary:

The Panel does not support undermining the '10 Minute City' by removing reference to the Ballarat CBD, as advocated on behalf of TIGA. However, the MSS and the Long Term Growth Options Study appear to have treated the '8km arc from the CBD' as a firm boundary. When Council implements the concept, a more nuanced approach that takes account of access to urban opportunities and infrastructure would be appropriate.

Accordingly, recommendation three has been acknowledged within this study and in turn has informed part of the assessment of the four designated Greenfield Investigations Areas. To this end it is highlighted that much of the discussions at the Planning Panel around Platform 1: '10 Minute City' Concept revolved around whether land was inside or outside of an 8km radius arc from Ballarat CBD. While the 8km radius arc from Ballarat CBD is clearly illustrated on various maps throughout The Ballarat Strategy, it is highlighted that it represents only one measure of accessibility, and is not the sole test of whether a GIA complies or not with The Ballarat Strategy and Platform 1: The '10 Minute City'.

In order to specifically address this recommendation, a more nuanced approach has been taken to the application of Platform 1: '10 Minute City', which has been documented in the form of a Multi-Criteria Assessment table. The devised Multi-Criteria Assessment table functions to allow a range of criteria to be considered and ranked for each of the GIA's and includes critical issues, based around the Ballarat Strategy's Platform 1: The '10 Minute City', in addition to further critical and secondary issues for consideration.

The Multi-Criteria Assessment table and its rankings of each of the GIA's is addressed in detail later within this report.

RECOMMENDATION FOUR

Recommendation four is acknowledged as a significant recommendation of the Planning Panel, as it specifically identified a fourth Greenfield Investigation Area which was previously not considered.

In making this recommendation, the Panel stated at page 28:

While the Panel makes no finding about the relative merits of potential growth options, identification of the TIGA land as a GIA in the MSS (and the Strategy) is appropriate in recognition of:

- the planning history of the TIGA land and confirmation by two ministers that the land has an urban future

- the view expressed in the Long Term Growth Options Study that the TIGA land 'is considered to have a similar status to the Ballarat West GIA; in that it could potentially constitute a logical long term growth option for Ballarat, given its general location adjacent to the Ballarat West Growth Area'.

Based on this Panel recommendation, the land at 614 Cuthberts Road, Cardigan (the TIGA land) has now been assessed as part of this report, and is referred to as the North Western GIA.

RECOMMENDATION FIVE

Recommendation five is partly relevant as it seeks to protect major water and sewerage assets including the Ballarat Water Reclamation Plant and Ballarat South Waste Water Treatment Plant.

As the Ballarat Water Reclamation Plant is located within proximity of the Northern GIA, the need to protect it from encroachment of sensitive uses has been considered as part of this study.



INVESTIGATION AREAS FOR GREENFIELD DEVELOPMENT

CLAUSE 21.02: FIGURE 2 HOUSING FRAMEWORK PLAN

Source: Clause 21.02: Figure 2 Housing Framework Plan Ballarat Planning Scheme
 Figure 1 Investigation Areas for Greenfield Development

MUNICIPAL PLANNING POLICY

The Municipal Strategic Statement and Local Planning Policy Framework (LPPF) contained within the Ballarat Planning Scheme provides relevant strategic context at a local or municipal level.

Undertaking a broad assessment of each of the Greenfield Investigations Areas against policies and strategies forms a critical part of this project.

Resulting from the Planning Panel's recommendations on Amendment C194, the Ballarat Planning Scheme was formally updated on 22/12/2016 to incorporate policies and strategies from the Ballarat Strategy. Of critical importance to this study, the North Western GIA is now referenced as a growth investigation area on *Figure 2 - Housing Framework Plan of Clause 21.02 Settlement and Housing*. Refer to *Figure 1*.

Clause 21.01 Municipal Overview provides local planning policy context and community and land use visions, while introducing the 10 Minute City concept from the Ballarat Strategy, which seeks:

"...to maintain existing levels of access to destinations and services even when the city grows over time. It supports the ability for all residents of Ballarat to be able to do more of their day to day shopping, accessing of services and business in local neighbourhood centres. It also promotes the improvement of walking and cycling connections in local neighbourhoods so residents find it easier to move around and reduce the need to use the car for short journeys".

Clause 21.02 Settlement and Housing sets the scene for the future of Ballarat, and noting this clause is to be read in conjunction with Clause 11 and 16 of the State Planning Policy Framework.

Clause 21.02-1 Urban Growth includes the following relevant statement:

"Ballarat is forecast to grow significantly towards 160,000 people by 2040. Most of this increased population is planned to be accommodated through infill in established areas, convenience living close to public transport, urban renewal precincts, and in properly planned greenfield growth areas such as Ballarat West. In areas dislocated from good public transport access, and outside these designated precincts, change should be incremental and to an appropriate scale.

Maintaining a compact, efficient and productive settlement form is crucial to Ballarat's long-term future as a 10 Minute City".

Clause 21.02-4 Greenfield investigations area also relates specifically to this current study and states:

"The Ballarat West Growth Area is the primary greenfield development area for Ballarat. Medium to long-term greenfield investigation areas (as identified in Figure 2 - Housing Framework Plan) require a more detailed feasibility assessment. Identification as an investigation area does not necessarily indicate strategic support for land use change potential".

The objective of this clause states:

To ensure that greenfield development is connected to the existing urban area.

Relevant strategies associated with above objective are:

- *Discourage rezoning of additional greenfield land, which would compete with Ballarat West, until the market requires additional supply.*
- *Ensure that future greenfield development is focused within roughly an 8km arc from the centre of Ballarat.*

- *Avoid ad-hoc and unplanned greenfield development.*
- *Discourage disconnected or 'leap frog' development.*
- *Minimise the impacts of development on Ballarat's historic urban landscape, the environment and Ballarat's natural resource base.*
- *Ensure the need for buffers to protect major water and sewerage assets and treatment plants from encroachment by sensitive land uses is taken into account as part of any greenfield investigation.*

Clause 21.08 Transport and Infrastructure is a relevant consideration, as evidenced through a number of its objectives which include:

- *To integrate transport and urban growth.*
- *To develop and maintain a comprehensive, safe, comfortable and convenient pedestrian network throughout the municipality.*
- *To develop a comprehensive, safe and convenient cycling network.*
- *To ensure the major water and sewerage assets and treatment plants (including the Ballarat Water Reclamation Plant and Ballarat South Waste Water Treatment Plant) are protected from encroachment by sensitive uses.*

With regard to relevant local planning policies, *Clause 22.04 Koala and Koala Habitat Protection* outlines strong policy support for the protection of koala habitats from future development. The conservation of koalas has had overwhelming support from the community, which prompted the development of a Plan of Management for the protection and conservation of koalas and their habitat. This management plan has been translated into the Environmental Significant Overlay Schedule 5 (ES05), which corresponds with native vegetation areas, where the habitat is suitable for koalas.

Clause 22.06 Rural Dwellings and Subdivision addresses policies which seek the retention of farming zoned area for agricultural purposes with the consideration of small lot subdivisions on a case-by-case basis. Currently, any subdivision within a rural area (i.e. Farming Zone) must be based on improving the productivity of the agricultural land.

STATE PLANNING POLICY

The State Planning Policy Framework (SPPF) contained within the Ballarat Planning Scheme provides overarching strategic context at a Statewide level.

Clause 11 seeks to promote the sustainable growth and development of Victoria through a network of settlements. In this context Ballarat is designated as a major regional city where investment and growth should be focused.

Clause 11.01-2 Settlement networks contains a relevant objective, which is:

To promote the sustainable growth and development of Victoria and deliver choice and opportunity for all Victorians through a network of settlements.

Relevant strategies under this Clause include:

- *Ensure regions and their settlements are planned in accordance with any relevant regional growth plan.*
- *Guide the structure, functioning and character of each settlement taking into account municipal and regional contexts and frameworks.*
- *Provide for growth in population and development of facilities and services across a region or sub-region network.*
- *Promote transport and communications and economic linkages between the various settlements through the identification of servicing priorities in regional land use plans.*
- *Deliver networks of high-quality settlements by:*
 - *Building on strengths and capabilities of each region across Victoria to respond sustainably to population growth and changing environments.*

- *Developing networks of settlements that will support resilient communities and the ability to adapt and change.*
- *Balancing strategic objectives to achieve improved land-use and development outcomes at a regional, catchment and local level.*
- *Preserving and protecting features of rural land and natural resources and features to enhance their contribution to settlements and landscapes.*
- *Encouraging an integrated planning response between settlements within regions and in adjoining regions and states in accordance with the relevant regional growth plan.*
- *Providing for appropriately located supplies of residential, commercial, and industrial land across a region, sufficient to meet community needs in accordance with the relevant regional growth plan.*

Clause 11.02-1 Supply of urban land contains a relevant objective:

To ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses.

Relevant strategies under this Clause include:

- *Ensure the ongoing provision of land and supporting infrastructure to support sustainable urban development.*
- *Ensure that sufficient land is available to meet forecast demand.*
- *Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.*

- *Planning for urban growth should consider:*
 - *Opportunities for the consolidation, redevelopment and intensification of existing urban areas.*
 - *Neighbourhood character and landscape considerations.*
 - *The limits of land capability and natural hazards and environmental quality.*
 - *Service limitations and the costs of providing infrastructure.*
- *Monitor development trends and land supply and demand for housing and industry.*

Clause 11.07-1 Regional Planning contains a relevant objective:

To develop regions and settlements which have a strong identity, are prosperous and are environmentally sustainable.

Relevant strategies to achieve this objective can be summarised as follows:

- *Ensure regions and their settlements are planned in accordance with any relevant regional growth plan..*
- *Direct growth to locations where utility, transport, commercial and social infrastructure and services are available or can be provided in the most efficient and sustainable manner.*
- *Ensure there is a sufficient supply of appropriately located residential land across a region to meet the needs identified at regional level.*
- *Develop strategies for regional cities that reflect growth opportunities and priorities, including the identification of urban renewal and infill opportunities to optimise infrastructure investment.*

- *Limiting urban sprawl and directing growth into existing settlements, promoting and capitalising on opportunities for urban renewal and infill redevelopment.*
- *Ensuring that the potential of land that may be required for future urban expansion is not compromised.*


Clause 16.01 Residential development contains relevant objectives of:

To promote a housing market that meets community needs.


To locate new housing in or close to activity centres and in urban renewal precincts and sites that offer good access to jobs, services and transport.

Relevant strategies to achieve these objectives can be summarised as follows:

- *Increase the supply of housing in existing urban areas by facilitating increased housing yield in appropriate locations, including under-utilised urban land.*
- *Ensure housing developments are integrated with infrastructure and services, whether they are located in existing suburbs, growth areas or regional towns.*
- *Encourage housing that is both water efficient and energy efficient.*
- *Increase the proportion of new housing in designated locations within established urban areas and reduce the share of new dwellings in greenfield and dispersed development areas.*
- *Ensure an adequate supply of redevelopment opportunities within established urban areas to reduce the pressure for fringe development.*
- *Identify opportunities for increased residential densities to help consolidate urban areas.*



The SPPF also contains other broad polices relating to: environment (Clause 12), environmental risk (Clause 13), resource management (Clause 14), built environment and heritage (Clause 15), economic development (Clause 17), transport (Clause 18) and infrastructure (Clause 19).





CONSULTATION



GOVERNMENT AGENCY & COUNCIL DEPARTMENT CONSULTATIONS

A number of meetings were arranged with departments across the City of Ballarat relating to planning, infrastructure, environment, economic development, community engagement, sport and recreation and heritage.

In addition to the inputs of Council Departments, the detailed comments and inputs of the various Infrastructure Agencies are broadly documented within context of the analysis of each of the four individual GIA's.

LANDOWNER CONSULTATION

Consultation with undertaken with landowners within each of the GIA's. A general summary of this consultation is included below.

Western GIA:

- Logical extension of existing West Growth Area, further west.
- Challenge for infrastructure services to be provided given its flat landscape.
- Opportunity to utilise the future Ballarat Western Link Road.
- Traffic and travel time to get to Ballarat CBD is worse than other GIAs.

Northern GIA:

- Significant opportunity having access to 3 on / off ramps to the Western Freeway and Midland Highway with easy access to Ballarat CBD and Melbourne.
- Requirement to investigate the impact of the Waste Water Treatment Plant, including any required separation buffers for development.
- Flooding and cultural heritage issues on the southern edge of the GIA.

- Opportunity to connect up with the recent development at Mitchell Park / Macarthur Park.
- Physical constraints of being located over the Western Freeway to the north.

Eastern GIA:

- Land is fragmented due to large number of parcels.
- Traffic congestion along Eureka Street and around the Eureka Street and Warrenheip Road intersection.
- Dangerous intersection of the Western Freeway and Old Melbourne Road.
- Flooding concerns with areas that are part of the water catchment area, particularly on the eastern side of the GIA.
- Warrenheip township lacks activity and vibrancy with minimal services available.
- Strong desire to retain the environmental living aspect of this GIA, particularly on the western side of the GIA, south of the railway line.
- There is an ecological corridor running diagonally through the GIA from the Canadian State Forest to the Gong Gong Reservoir Park to the north that should be preserved.
- Undulating topography in the area will increase the cost of establishing infrastructure services required for future development.

North Western GIA:

- The majority of the GIA is owned by a single entity.
- The site should be a logical growth front for Ballarat due to its location and current zoning Comprehensive Development Zone Schedule 1 (CDZ1).
- The land has limited constraints to being developed.
- The site can meet the 'the 10 minute city' concept when the location of other MACs is taken into account.

ECONOMIC ASSESSMENT



A detailed economic assessment has been prepared by development economist Tim Nott, with the full report included at Appendix 1. The Economic assessment includes an assessment of the demand for greenfield land, the economic consequences for Council and makes recommendations about the need, timing and feasibility of development. Key findings and recommendations of the report are summarised below.

The investigation of new greenfield development areas should be considered in context of the City's policies for growth. The Ballarat Strategy identifies a range of policies for accommodating housing growth, including:

- Infill development, with a target of 50% of new dwellings on existing urban land, with several urban renewal areas and corridors identified as having strong potential for extensive redevelopment.
- Ballarat West Urban Growth Area, the key greenfield development front for the period to 2040, in which Council and landholders have already invested substantial effort in developing.
- Strategic Investigation Areas, comprising large tracts of land within 10 minutes of the CBD which may become available for development during the life of the plan.

In building upon the above, the key questions considered through the Economic assessment are:

- When will the existing supply of housing land in the current urban growth areas be exhausted?
- When will new greenfield areas be required to accommodate demand in a timely way?
- What will be the economic consequences of a new growth area for Council?

The examination of these issues has relied extensively on work already completed for Council on supply and demand issues, in particular:

- The Ballarat Housing Needs Assessment (update), SGS, September 2014
- Ballarat Residential Land Supply Review, Hill PDA, September 2013

These reports have informed the development of the Ballarat Strategy (2015).

Key matters considered by the economic assessment includes:

- An examination of recent and forecast housing demand
- A review of infill, broadhectare and rural supply of land for housing
- Provision of a scenario of future housing development in each location
- Likely timing of the requirement for new greenfield land
- Comparison of the feasibility of developing each of the four GIA's for housing.

POTENTIAL TIMING FOR NEW GREENFIELD LAND SUPPLY

The key findings relating to the potential timing for new greenfield land supply include:

- Ballarat has had an average of around 900 new dwellings per year over the period 2010 to 2017. The suburbs of Ballarat West have experienced the strongest growth although many areas around the City have also grown strongly.
- Two scenarios for future housing growth have been developed:
 - *Current trends* is based on the forecast for population and housing prepared for Council by forecasters .id. In this scenario, dwelling numbers would continue to average around 900 per year. Approximately 58% of all new dwellings will be in the Ballarat West urban growth area between 2016 and 2036, with existing urban areas accommodating only 31% of new dwellings.
 - *50% infill* is based on Council's policy to accommodate 50% of new dwellings in established urban areas (interpreted here as existing residentially zoned land). In this scenario, while half new dwellings are accommodated in existing urban areas, the Ballarat West growth area accommodates 38% of new dwellings.
- Under the *current trends* scenario, the Ballarat West Urban Growth Area would be fully developed by 2041. In order to comply with the planning scheme requirement to have 15 years' supply of housing land, a new growth area would be required by 2026, with planning for that area needing to commence around 2021.
- Under the *50% infill* scenario, the Ballarat West Urban Growth Area would not be fully developed until 2053, with a new growth area not required until 2038.
- In the *current trends* scenario, there is a step change as the urban growth area begins to accommodate the majority of new dwellings in Ballarat, accounting for two thirds of all new dwellings in the latter parts of the study period. This scenario has the benefit that new services can be concentrated in the Ballarat West Urban Growth Area. However, Ballarat has until now provided a wide variety of outlooks and locations for new dwellings all around the City. It is not certain whether this scenario will cater sufficiently for the aspirations and preferred outlooks of residents.
- In the *50% infill* scenario, the Ballarat West Urban Growth Area accommodates a slightly higher proportion of new dwellings than it has in recent years, with growth area suburbs likely to accommodate 40%-44% of new dwellings after 2021, compared with 37% in the 2010 to 2017 period. Given half of new dwellings will be in infill locations, they therefore are likely to be smaller houses and apartments, it also caters better for the needs of a wider variety of household types, and preserve choice for location.
- There is a 12-year time difference in the need to have a new urban growth area available between the two scenarios. The studies reviewed for this project (see Appendix 1 economic assessment), suggest that the cost to the community of greenfields development far outweighs the cost of infill development. From this viewpoint, it would be preferable to push back the need for greenfield development in new urban growth areas. The ability to do so will depend in part on Council successfully implementing the measures designed to promote infill development outlined in the Ballarat Strategy.

The key conclusion to be drawn from the above, relates to whether Council can move towards achieving the *50% infill* scenario, thereby delaying the need to release a new greenfield land supply. Notwithstanding, whether Council achieves success with this policy aspiration, a new greenfield land supply will be need to be made available sometime between 2026 to 2038.

IMPACTS ON BALLARAT WEST DEVELOPMENT CONTRIBUTIONS PLAN (DCP)

The introduction of a new growth area will attract house buyers who would otherwise have bought into Ballarat West. It is reasonable to assume that both the growth areas will be serving the same market and that any new growth area will not draw a large proportion of its customers from people who would otherwise be settling in the established residential areas. This will have the effect of slowing down development in Ballarat West as demand is split between the two growth areas. This will have an impact on the costs of development for Council.

Through DCPs, Councils are obligated to deliver infrastructure at certain trigger points, such as when the number of dwellings reaches a certain level or when new parts of the development precinct are opened up. At first glance, then, any slow down in the rate of development and development contributions would simply be matched by a slow down in the rate of provision. However, DCP financing is more complex. In the initial stages of development, most development contributions from developers are paid in the form of in-kind works and not cash. Often, when it comes time for Councils to deliver the first elements of infrastructure for which they are responsible, they have collected little or nothing in the form of development finance. Council must therefore borrow money to undertake the development and then pay off the loans as the development contributions flow through in the later stages of precinct development.

If a new growth area is introduced too early, the expected flow of contributions to service the debt will be reduced and Council's interest costs will increase. Consider the following hypothetical example:

- Council borrows \$10 million at the beginning of 2020 to undertake works. The interest-only loan is for ten years, with annual interest of \$400,000 (4%). The development contributions to pay the loan are expected to flow from 2026, with sufficient contributions by 2030 to pay off the principal.
- A new growth area is approved and comes on stream in 2026 – as per scenario 1 in sections 4 and 5 of this report. This new growth area accounts for half of all the expected dwellings in Ballarat's growth areas thereafter.
- The expected contributions flowing to Ballarat West that are needed to service the loan fall by half. Instead of taking four years from 2026 to accumulate sufficient funds to pay the principal, it takes eight years. In 2030, the loan must be renegotiated and extended by four years, because Council has not received sufficient contributions to pay it all off. Council can only pay \$5 million and must take out another loan for \$5 million for four years with an interest cost of \$0.8 million.

In this example, the Ballarat ratepayers are liable for an additional interest bill of \$0.8 million over four years as a result of the introduction of a new growth area.

There are many factors that could affect the rate of development in Ballarat West but the introduction of a new growth area will certainly have an impact, affecting Council's ability to service loans and deliver infrastructure to the Ballarat West community. In order to minimise any such impact, Council would need to know the timing of any new growth area prior to entering into infrastructure loans.

CONSEQUENCES OF A NEW GROWTH AREA

The introduction of a new growth area will have some significant consequences for Council. These include:

- Additional costs for infrastructure provision in the new growth area.
- Potentially, additional holding costs of debt associated with the provision of infrastructure in the existing Ballarat West growth area as development in that area slows down.
- If introduced too early, the likelihood of achieving 50% infill development would recede further.

With regard to the cost of new infrastructure Council will incur additional infrastructure costs as a result of any new growth area in two ways:

1. As a share of items in the development contributions plan (DCP) for the area that benefit the wider community
2. For items that are not covered by the DCP

Items that are not covered by the DCP include unforeseen expenditures or expenditures that cannot be covered by the plan. For example, the funds raised may not be sufficient to deliver the requisite facilities to Council standards, in which case, Council needs to make up any shortfall. These types of costs are difficult to ascertain in advance and are not dealt with here.

In any DCP, some items will have a benefit that goes well beyond the growth area – regional roads and parks, for example – and an appropriate portion of these is paid for by the Council. In the case of Ballarat West, for example, around 22% of planned infrastructure spending is not funded by contributions from land developers but must be funded by Council (although Council may be able to recoup some of that spending through grants or agreements with State Government agencies such as VicRoads). Judging by other DCPs for growth areas around Victoria, a more typical share of the DCP funded by Council is 10% .



MULTI-CRITERIA ASSESSMENT



In order to synthesise the substantial volume of background information collated and analysed in Part B, an Multi-Criteria Assessment has been developed to compare and rank the four GIA's.

A high level Multi-Criteria Assessment has been created to give an overview of the attributes needed to be considered for the development of each site. The Multi-Criteria Assessment includes 28 separate criteria to assess each of the GIA's. Consisting of 28 criteria, they have been further split into 16 *critical issues* and a further 12 *secondary issues*.

Each of the 16 *critical issues* have been given a score, which when totaled, provides a preferred ranking of each of the four GIA. However for reference, the *secondary issues* have not been provided with a score, as they relate more to the potential form of future development, and as such are not considered to be critical elements to determine their suitability (or otherwise), to accommodate future development. Therefore only the 16 *critical issues* have been scored and tabulated to determine preferred ranking of the GIA's.

The criteria based assessment involves a simple 3 category 'traffic light' assessment system that allows potential constraints in each of the GIA's to be considered. Potential development constraints include: technical servicing issues, environmental considerations, potential amenity impacts, accessibility to existing commercial and community services etc. The 'traffic light' assessment system is documented below in Table 36.

However, it should be noted that this scoring system is one technique to be used to assess the suitability of each of the GIA's to potentially accommodate long term future growth and development of Ballarat. As such it would not be possible to make a decision and recommendation based purely on the scoring system alone. Professional judgment is still required, where the outcomes of the assessment need to be considered as part of a critical evaluation in developing the final recommendations.

SUITABILITY RATING CRITERIA	CRITICAL ISSUES & CONSIDERATIONS (& ASSESSMENT VALUES FOR PREFERRED RANKING)	SECONDARY ISSUES & CONSIDERATIONS
Minor issue or consideration / High degree of Compliance (refer to comments)	3	
Moderate issue or consideration / Moderate degree of Compliance (refer to comments)	2	
Significant issue or consideration / Low degree of Compliance (refer to comments)	1	

Table 1: Level Of Constraints Scoring System

CRITICAL ISSUES & CONSIDERATIONS

No	Identified Issue	Western	Northern	Eastern	North Western	COMMENTS
Ballarat Strategy – Implementation of Platform 1: The '10 Minute City' (Nominated criteria refers to: Clause 21.01-3 Land use vision: The 10 Minute City)						
1	Reinforce a compact city form Access to Ballarat CBD (1)	2	3	2	1	Western GIA – only a small section is accessible within a 10 minutes drive Northern GIA – more than 50% of the area is accessible within a 10 minute drive Eastern GIA – approximately a third of the area is accessible within a 10 minute drive North Western GIA – none of the area is accessible within a 10 minute drive
2	Reinforce a compact city form Access to designated Major Activity Centres (2)	3	3	2	1	Western GIA – Glenelg Highway MAC within a 10 minutes drive of entire GIA Northern GIA – Wendouree MAC within a 10 minutes drive of entire GIA Eastern GIA – does not have accessibility to any MAC, but is fully serviced by Ballarat CBD North Western GIA – no MAC is within 10 minutes drive of GIA
3	Creation of complete local neighbourhoods Access to Neighbourhood Activity Centres (NAC's) i.e. within a 10 minute walking/ 5 minute cycling catchment (3)	1	2	3	1	Western GIA – due to the irregular shape of the GIA, regardless of the location of a future NAC, only 50% (approx.) of the GIA would be within a 10 minute walking/ 5 minute cycling catchment Northern GIA – noting that the south west section of the GIA is public open space (Ballarat Town Common) 70% (approx.) of the GIA would be within a 10 minute walking/ 5 minute cycling catchment of a centrally located future NAC Eastern GIA – 85% (approx.) of the GIA would be within a 10 minute walking/ 5 minute cycling catchment of a centrally located future NAC North Western GIA – due to the irregular shape of the GIA, regardless of the location of a future NAC, only 50% (approx.) of the GIA would be within a 10 minute walking/ 5 minute cycling catchment
4	Access to existing and emerging employment hubs Access to Ballarat CBD and Ballarat West Employment Zone	3	3	3	3	Each GIA has employment opportunities and services accessibility within a 20 minute private vehicle trip and above 90% of employment opportunities and services, therefore have been equally ranked as part of this Multi-Criteria Assessment.
5	High quality local connections – active transport Access to cycling/ walking networks (4)	1	1	2	1	Western GIA – No walking access to local services within 30 minutes. Ballarat CBD outside 5km cycling catchment. Potential for future compliance subject to development design Northern GIA – No walking access to local services within 30 minutes. Ballarat CBD outside 5km cycling catchment. Potential for future compliance subject to development design. Eastern GIA – No walking access to local services within 30 minutes. Ballarat CBD is within 5km cycling catchment. Potential for future compliance subject to development design. North Western GIA – No walking access to local services within 30 minutes. Ballarat CBD is outside 5km cycling catchment. Potential for future compliance subject to development design.
6	High quality local connections – public transport Access to public transport networks (5)	1	2	2	2	Western GIA – No existing routes running through or in close proximity to the site Northern GIA – Existing routes running adjacent to site which can be economically extended Eastern GIA – Existing routes running adjacent to site which can be economically extended North Western GIA – Existing routes running adjacent to site which can be economically extended
Other Critical Issues and Considerations						
7	Urban Connectivity of GIA's (6)	3	1	2	2	Western GIA – would directly connect with current Ballarat West growth front Northern GIA – would not directly connect with existing urban areas of Ballarat due to being separation by the Western Freeway Eastern GIA – would be partially separated for the existing eastern urban edge of Ballarat due to the Mount Xavier Golf Course North Western GIA – the area to the south of Remembrance Drive would directly connect with current Ballarat West growth front, however the area to the north would be separated by the major arterial road of Remembrance Drive
8	Ability to be serviced with reticulated water and sewerage	1	2	1	1	Western GIA – High amounts of new truck sewer infrastructure required and moderate expansion and/or upgrade works required. High amounts of new trunk water infrastructure required and significant expansion and/or upgrade works required Northern GIA – High amounts of new truck sewer infrastructure required and moderate expansion and/or upgrade works required. Moderate amount of new water trunk infrastructure is required and moderate expansion and/or upgrade works required. Operational complexities. Eastern GIA – High amounts of new truck sewer infrastructure required and significant expansion and/or upgrade works required. High amounts of new trunk water infrastructure required and significant expansion and/or upgrade works required. Operational complexities. North Western GIA – High amounts of new truck sewer infrastructure required and moderate expansion and/or upgrade works required. High amounts of new trunk water infrastructure required and significant expansion and/or upgrade works required. Operational complexities.

No	Identified Issue	Western	Northern	Eastern	North Western	COMMENTS
9	Planning for potential bushfire risk Clause 13.05-1 Bushfire Planning (7)	3	3	1	3	Western GIA – the Bushfire Management Overlay (BMO) applies to a specific site with an existing tree plantation, where the associated fire risk would be removed once the plantation is harvested. The balance of the area is a designated as Bushfire Prone Area (BPA) in accordance with the Victoria Building Regulations. Buildings within a BPA are required to be constructed to a minimum of 12.5 BAL Northern GIA – the northern waste water treatment plant site is covered by the Bushfire Management Overlay (BMO), however bushfire risk associated with an isolated site is considered to be low. The balance of the area is designated as Bushfire Prone Area (BPA) in accordance with the Victoria Building Regulations. Buildings within a BPA are required to be constructed to a minimum of 12.5 BAL Eastern GIA – large sections of this area covered by the Bushfire Management Overlay (BMO), while the balance is designated as Bushfire Prone Area (BPA) in accordance with the Victoria Building Regulations. The potential for the Eastern GIA to accommodate new urban development would not comply with the settlement planning criteria to direct population growth to low risk locations North Western GIA – the Bushfire Management Overlay (BMO) applies to a specific site with an existing tree plantation, where the associated fire risk would be removed once the plantation is harvested. The balance of the area is a designated as Bushfire Prone Area (BPA) in accordance with the Victoria Building Regulations. Buildings within a BPA are required to be constructed to a minimum of 12.5 BAL
10	Required buffer separation from amenity impacting uses (industrial areas, water treatment plants, airports etc.)	3	2	2	3	Western GIA – no potential buffers are required Northern GIA – adjacent to northern waste water treatment plant, but required buffers can be accommodated Eastern GIA – buffers may be required from adjacent industrial area North Western GIA – no potential buffers are required
11	Potential impacts on elements of noted Heritage Significance (including Aboriginal and European Heritage)	2	2	2	2	Western GIA – the Heritage Overlay does not apply to any land, however there are areas of Aboriginal cultural sensitivity along the east and south boundaries, including 200 metre buffers from Winter Creek and Kensington Creek Northern GIA – the Heritage Overlay does not apply to any land, however there are areas of Aboriginal cultural sensitivity along the Burrumbeet Creek, covered the land in a 200 metre buffer either side of the creek. There are also several circular parcels of land, approximately 100 metres in diameter that are areas of aboriginal cultural heritage sensitivity Eastern GIA – the Heritage Overlay does not apply to any land, however there is an area of Aboriginal cultural sensitivity along the Specimen Vale Creek in the west of the GIA. The area is a buffer of approximately 200 metres either side of the waterway North Western GIA – the interface with the heritage listed Ballarat Avenue of Honour is a significant issue which would need to be appropriately addressed through interface design and separation. Otherwise the bulk of the land is unaffected by the Heritage Overlay or areas of Aboriginal cultural heritage sensitivity
12	Presence of protected flora and fauna	2	2	1	2	Western GIA – identified isolated patches which would need to be addressed if future development were to be facilitated Northern GIA – identified isolated patches which would need to be addressed if future development were to be facilitated Eastern GIA – large areas are designated as accommodating protected flora and fauna North Western GIA – identified isolated patches which would need to be addressed if future development were to be facilitated
13	Existence of contaminated sites and past mining activities	3	2	2	2	Western GIA – no record of potentially contaminated sites or past mining activities Northern GIA – isolated historic mining activity noted. Western part of area contains a former landfill, but this is on public land (North Common Wetland Reserve) Eastern GIA – isolated historic mining activity noted North Western GIA – isolated historic mining activity noted
14	Estimated cost to service land with essential trunk infrastructure	1	3	2	1	Western GIA – estimated to be to be the most expensive option to service Northern GIA – estimated to be the least expensive option to service Eastern GIA – estimated to be the second least expensive option to service North Western GIA – estimated to be the second most expensive option to service
15	Estimated community infrastructure costs	1	3	2	1	Western GIA – estimated to be to be the most expensive option to service Northern GIA – estimated to be the least expensive option to service Eastern GIA – estimated to be the second least expensive option to service North Western GIA – estimated to be the second most expensive option to service
16	Extent of existing land fragmentation	2	3	1	3	Western GIA – moderate land fragmentation, and more highly fragmented in southern sections Northern GIA – moderate fragmentation, but understood land assembly is already being facilitated Eastern GIA – has a high degree of exiting land fragmentation North Western GIA – land is predominantly in single ownership, except for a few smaller sites
	TOTAL SCORE	32	37	30	29	
	PREFERRED RANKING	2nd	1st	3rd	4th	

SECONDARY ISSUES & CONSIDERATIONS

No	Identified Issue	Western	Northern	Eastern	North Western	COMMENTS
Ballarat Strategy – Implementation of Platform 2: The 'City in the Landscape' (nominated criteria refers to: Clause 21.01-3 Land use vision: The City in the Landscape)						
17	Supports urban areas linked and embedded with natural values and biodiversity (8)					<p>Western GIA – area is part of the western plains with poor soil quality (clay & buckshot). Traditionally grassland with few scattered trees. Difficult to achieve good tree growth without careful tree selection. Some opportunity for planting along creeks and drainage lines as linear links</p> <p>Northern GIA – positive volcanic soil conditions allowing normal plant selection. Opportunities for substantial planting and linear links along Burrumbeet Creek corridor environs</p> <p>Eastern GIA – positive volcanic soil conditions allowing normal plant selection Opportunities create multiple links vegetation links</p> <p>North Western GIA – similar to Western GIA with area being part of the western plains with poor soil quality (clay & buckshot). Traditionally grassland with few scattered trees. Difficult to achieve good tree growth without careful tree selection</p>
18	Recognises and responds to a changing climate, and is resilient to environmental impacts and risks (9)					<p>Western GIA – the Bushfire Management Overlay (BMO) applies to a specific site with a tree plantation, however the BMO would cease to be a matter of influence of the tree plantation was removed. The entirety of the area is a designated as Bushfire Prone Area (BPA) in accordance with the Victoria Building Regulations</p> <p>Northern GIA – the northern waste water treatment plant site is covered by the Bushfire Management Overlay (BMO), while the balance of the area is designated as Bushfire Prone Area (BPA). Part of the area is subject to flooding and inundation associated with the flooding of Burrumbeet Creek</p> <p>Eastern GIA – large sections of this area covered by the Bushfire Management Overlay (BMO), which recognises the substantial bushland environs within this area, while the balance is designated as Bushfire Prone Area (BPA)</p> <p>North Western GIA – the Bushfire Management Overlay (BMO) applies to a specific site with an existing tree plantation located to the north of Remembrance Drive however the BMO would cease to be a matter of influence of the tree plantation was removed. The balance of the area is a designated as Bushfire Prone Area (BPA). Part of the area north of Remembrance Drive is subject to flooding and inundation associated with the flooding of unnamed creek-lines within this area</p>
19	Builds upon the mixture of urban and rural areas, which contribute to Ballarat's identity (10)					<p>Western GIA – would not contribute to Ballarat's diversity of landscape and housing/development type, as typically its development would represent a direct extension of Ballarat West</p> <p>Northern GIA – would contribute to Ballarat's diversity of landscape and housing type, as it would represent a new growth front, where potential future development would need to appropriately respond to landform and landscape setting</p> <p>Eastern GIA – would contribute to Ballarat's diversity of landscape and housing type, as it would represent a new growth front, where potential future development would need to appropriately respond to landform and landscape setting</p> <p>North Western GIA – would not contribute to Ballarat's diversity of landscape and housing/development type, as typically its development would represent a direct extension of Ballarat West</p>
Other Secondary Issues and Considerations						
20	Ability to be serviced with electricity					<p>Western GIA – Limited supply available. New infrastructure required. Closer proximity to proposed Ballarat West substation.</p> <p>Northern GIA – Limited supply available. New infrastructure required</p> <p>Eastern GIA – Limited supply available. New infrastructure required</p> <p>North Western GIA – Limited supply available. New infrastructure required. Closer proximity to proposed Ballarat West substation.</p>
21	Ability to be serviced with telecommunications					<p>Western GIA – Area to be upgrade and expanded in line with regional growth profiles pending developer applications</p> <p>Northern GIA – Area to be upgrade and expanded in line with regional growth profiles pending developer applications</p> <p>Eastern GIA – Area to be upgrade and expanded in line with regional growth profiles pending developer applications</p> <p>North Western GIA – Area to be upgrade and expanded in line with regional growth profiles pending developer applications</p>
22	Ability to be serviced with reticulated gas					<p>Western GIA – Significant upgrades required due to distance from City Gate.</p> <p>Northern GIA – Upgrades required</p> <p>Eastern GIA – Upgrades required but close proximity to City Gate.</p> <p>North Western GIA – Significant upgrades required due to distance from City Gate.</p>
23	Potential risk for flooding					<p>Western GIA – isolated areas subject to flooding</p> <p>Northern GIA – isolated areas subject to flooding</p> <p>Eastern GIA – not subject to flooding</p> <p>North Western GIA – areas to the north of Remembrance Drive subject to flooding</p>

No	Identified Issue	Western	Northern	Eastern	North Western	COMMENTS
24	Potential for noise impacts (road/ traffic noise & aircraft noise)					Western GIA – potential for road noise impacts Northern GIA – potential for road noise and general aircraft noise impacts (but not within a designated Airport Environs Overlay) Eastern GIA – lower potential for road noise impacts, although a small section is close to the Western Freeway North Western GIA – potential for road noise and aircraft noise impacts (but not within a designated Airport Environs Overlay)
25	Potential for adverse geotechnical conditions					Western GIA – land has moderate but management potential for instability Northern GIA – land has moderate but manageable geotechnical conditions Eastern GIA – land has low potential for instability North Western GIA – land has moderate but manageable geotechnical conditions
26	Access to existing and future road networks					Western GIA – Moderate existing established road network. Some new roadways required to access GIA and more within Northern GIA – Moderate existing established road network. Some new roadways required to access GIA and more within Eastern GIA – Extensive existing road network. No or minimal new major road infrastructure required to access GIA and move within North Western GIA – Moderate existing established road network. Some new roadways required to access GIA and more within
27	Impacts of anticipated road congestion					Western GIA – Medium levels of congestion Northern GIA – High levels of congestion Eastern GIA – Low levels of congestion North Western GIA – Medium levels of congestion
28	Biodiversity & Urban Forest (11)					Western GIA – area is part of the western plains with poor soil quality (clay & buckshot). Traditionally grassland with few scattered trees. Difficult to achieve good tree growth without careful tree selection. Some opportunity for planting along creeks and drainage lines as linear links Northern GIA – positive volcanic soil conditions allowing normal plant selection. Opportunities for substantial planting and linear links along Burrumbeet Creek corridor environs Eastern GIA – positive volcanic soil conditions allowing normal plant selection. Opportunities create multiple links vegetation links North Western GIA – similar to Western GIA with area being part of the western plains with poor soil quality (clay & buckshot). Traditionally grassland with few scattered trees. Difficult to achieve good tree growth without careful tree selection

Footnotes:

- 1 - Measured as a 10 minute drive distance at peak hour/s
- 2 - Measured as a 10 minute drive distance at peak hour/s
- 3 - It is assumed all areas would develop a new NAC. Theoretical accessibility mapping has been completed on the basis on a future centrally located NAC.
- 4 - All areas would need to develop local cycling/ walking networks to link in with wider regional networks.
- 5 - All areas would need to extend existing public transport networks to link in with wider regional networks.
- 6 - Ballarat Planning Scheme: Clause 21.02-4 Greenfield investigation areas: Objective 4: To ensure that greenfield development is connected to the existing urban area
- 7 - Ballarat Planning Scheme: Clause 13.05-1 Bushfire Planning. Strategies: Protection of human life. Give priority to the protection of human life by: Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire. Settlement Planning: Directing population growth and development to low risk locations (i.e. locations with a 12.5 BAL rating). Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS 3959-2009.
- 8 - All areas would need to implement planting programs as part of a PSP process and subsequent development roll out.
- 9 - Ballarat Strategy Page 17: "Climate change is likely to impact on the Ballarat community over the coming decades. There are expected changes in the intensity and frequency of extreme weather events, changes to the water cycle affecting agriculture and other key industries, and concerns about the ongoing threat of natural disasters such as bushfires and floods. In terms of a growing population, the impact of such changes can have increasingly significant impacts".
- 10 - This criteria has been assessed on the basis of location and the potential diversity of landform, landscape setting and potential development types.
- 11 - Ballarat Planning Scheme: Clause 21.03-1 Biodiversity: Objective 2: To green Ballarat as part of an urban forest



Three specific strategic planning matters requiring brief strategic planning analysis and commentary include:

- Analysis of Multi-Criteria Assessment.
- Projected land supply and demand and associated timing for land provision; and
- Benefits and/ or dis-benefits in designating a second growth front for Ballarat in another GIA.

The following commentary briefly builds upon the economic analysis which has already touched upon these matters.

ANALYSIS OF MULTI-CRITERIA ASSESSMENT RANKING

Based on the total Multi-Criteria Assessment score, it is clear that the Northern GIA scored well ahead of the other GIA's, where based on the *critical issues* being scored and ranked. Specifically the Northern GIA scored highly on estimated infrastructure cost provision (i.e. estimated to be the lowest cost). It also scored highly against critical elements of the Ballarat Strategy relating to reinforcing a compact city form (when measured from perspectives of access to Ballarat CBD and Major Activity Centres).

The Western GIA is noted to be ranked second, which is perhaps somewhat expected, given its location directly adjacent to the existing Ballarat West urban growth area. However, the most major difference from the Northern GIA was the fact that the Western GIA ranked poorly on technical servicing issues and associated costs of infrastructure provision.

However, with regard to the third and fourth ranking of the Eastern and North Western GIA's it is noted that there is only a single ranking point difference. In then making a more practical assessment of the Multi-Criteria Assessment ranking, provided the technical issues and costs associated with servicing the North Western GIA with essential infrastructure, it would be inherently more developable due to large landholdings, generally flat landform, lack of significant vegetation and environmental issues and limited flooding and fire issues. Conversely in making a more practical assessment of applicable constraints of the Eastern GIA, it has a substantial range of environmental constraints, bushfire risk, servicing constraints due to landform and major land fragmentation issues, all of which make it a far more inherently difficult area to develop than the other three GIA's.

Likewise, rather than relying on a tabulated and numerical assessment alone, it is clear from an inspection of the Eastern GIA that despite having good proximity and access to Ballarat CBD and services, that in practical terms there would be substantial issues in being able to develop and service land in this area.

TIMING FOR LAND SUPPLY

Regarding the future provision of broad hectare land in context of the City of Ballarat, it has been the subject of extensive strategic work by Council which has culminated in the Ballarat Strategy (2015) and the identification of the Ballarat West Growth Area. It is therefore necessary to highlight that it is not the role or function of this current study to review, or seek to deviate from the broader strategies outlined within the Ballarat Strategy (2015).

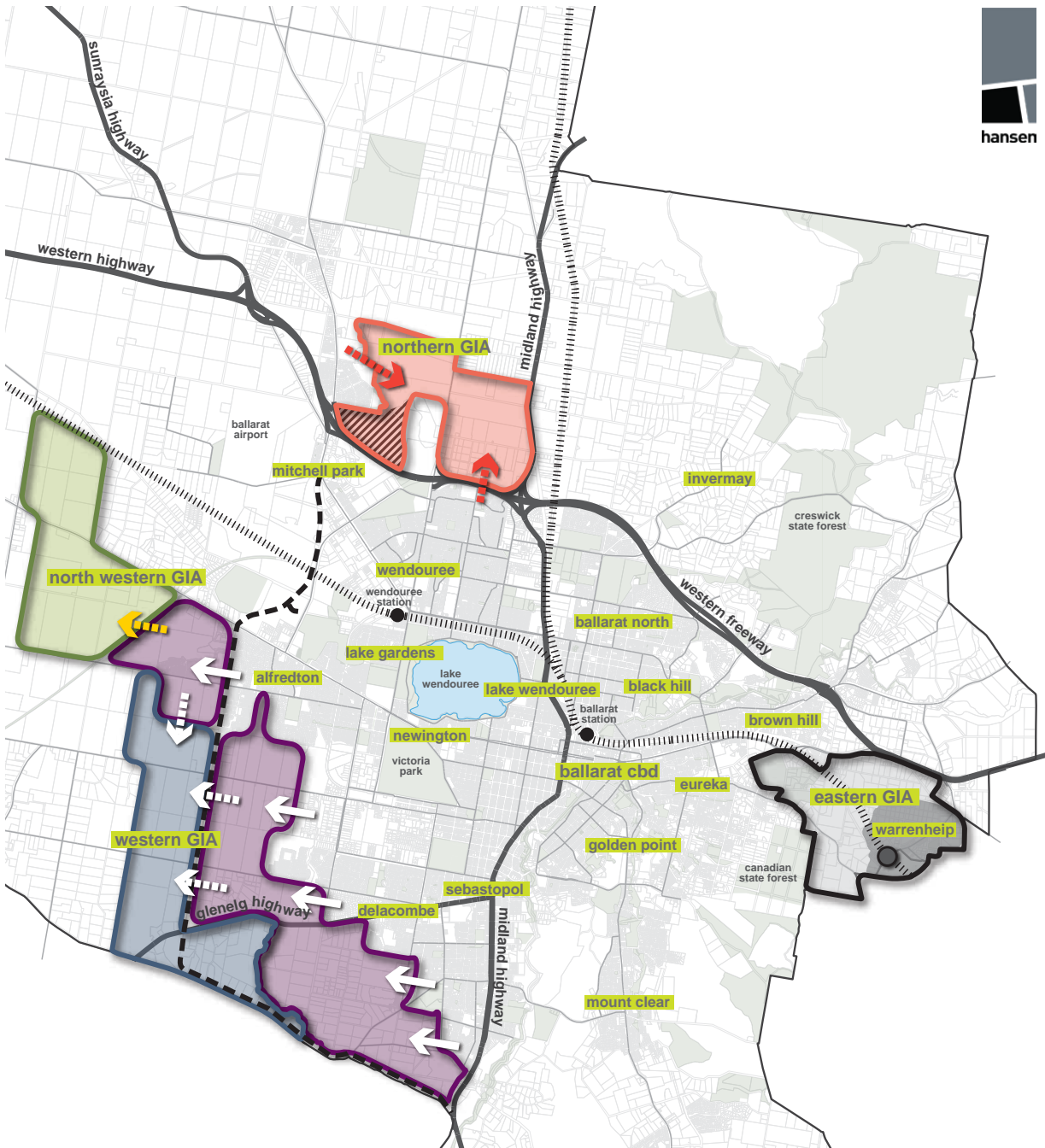
Based on the earlier economic analysis and recommendations regarding the timing of additional broad hectare land, **the main and most critical conclusion to make is that there is no current or urgent need to plan for and provide additional land, based on the extent of existing available land supply.**

The question of exactly when a new greenfield supply is required very much depends on whether Council can move towards achieving the *50% infill* scenario, thereby delaying the need to release a new greenfield land. But notwithstanding, whether Council achieves success with this policy aspiration, a new greenfield land supply will be need to be made available sometime between 2026 to 2038. Uptake of greenfield land and the approval of infill development would need to be carefully monitored over coming years, so as Council can more accurately predict when a new greenfield land supply is required, and to commence required strategic planning processes to bring required land online.

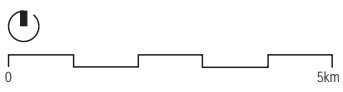
CREATION OF A SECOND GROWTH FRONT FOR BALLARAT

It is acknowledged that a second growth front in addition to Ballarat West Growth Area could be of benefit to the Ballarat housing market. A second growth front could provide location choice, diversity and competition, along with the potential for a different type of residential product.

From a strategic planning and housing market perspective there could be some advantages of having a second competing growth front for Ballarat. If feasible and viable, a second development front would be of value to the City of Ballarat and the wider community by providing choice in terms of housing product and location; improving competition; and improving development security. However any such growth front would need to be appropriately located, and generally in line with the overarching strategic aspirations of the Ballarat Strategy.



OVERALL RECOMMENDATIONS



Map 5 Overall Recommendations

LEGEND

- | | | | | | |
|--|---|--|---|--|-------------------------|
| | municipal boundary | | development extension of existing urban ballarat | | railway lines |
| | current growth area for ballarat | | long term future extension of current growth area | | existing train station |
| | long term growth option (western GIA) | | potential direction of long term new growth front | | potential train station |
| | potential second growth front (northern GIA) | | potential direction of new growth front | | water body |
| | limited development potential (eastern GIA) | | crown land (no development potential) | | open space |
| | potential long term growth subject to new warrenheip station | | freeway / highway | | |
| | long term growth option north western GIA (subject to addressing site servicing issues) | | arterial / connector road | | |

OVERALL RECOMMENDATIONS



The Multi-Criteria Assessment has scored and ranked of the 16 *critical issues* has provided each of the four GIA with a total score. The total score has resulted in the following preferred ranking of the four GIA's in context of the identified 16 *critical issues*:

- Northern GIA (37 points) ranked first
- Western GIA (32 points) ranked second
- Eastern GIA (30 points) ranked third
- North Western GIA (29 points) ranked fourth

This section builds upon this preferred ranking and outlines the overarching recommendations of this study. These recommendations are based on the based on the detailed background analysis contained in Part B, in addition to the Multi-Criteria Assessment Table and the further summary analysis contained in Part A.

The key recommendation of this study regarding the ranking and preference of each of the four GIA is as follows:

- The Northern GIA is recommended as the preferred location for long term growth of Ballarat, which would also function to create a new/ second growth front to create choice and competition within Ballarat housing market.

- The Western GIA constitutes a much longer term growth corridor, but should only be facilitated when available land with the Ballarat West Growth front is nearly exhausted.
- The North Western GIA has the potential to also form a much longer term growth corridor, but is ranked below the Western GIA due to the range of identified difficulties and substantial costs in servicing the site with critical infrastructure. Should those issues be able to be overcome, its potential development should only be facilitated when other available land growth front land is nearing full development.
- The Eastern GIA is the least preferred of the four GIA's due to the identified range of environmental constraints, servicing constraints and land fragmentation issues. It is not recommended for urban development at this point in time, although due to the potential to establish a new station at Warrenheip, this could influence land development in future.

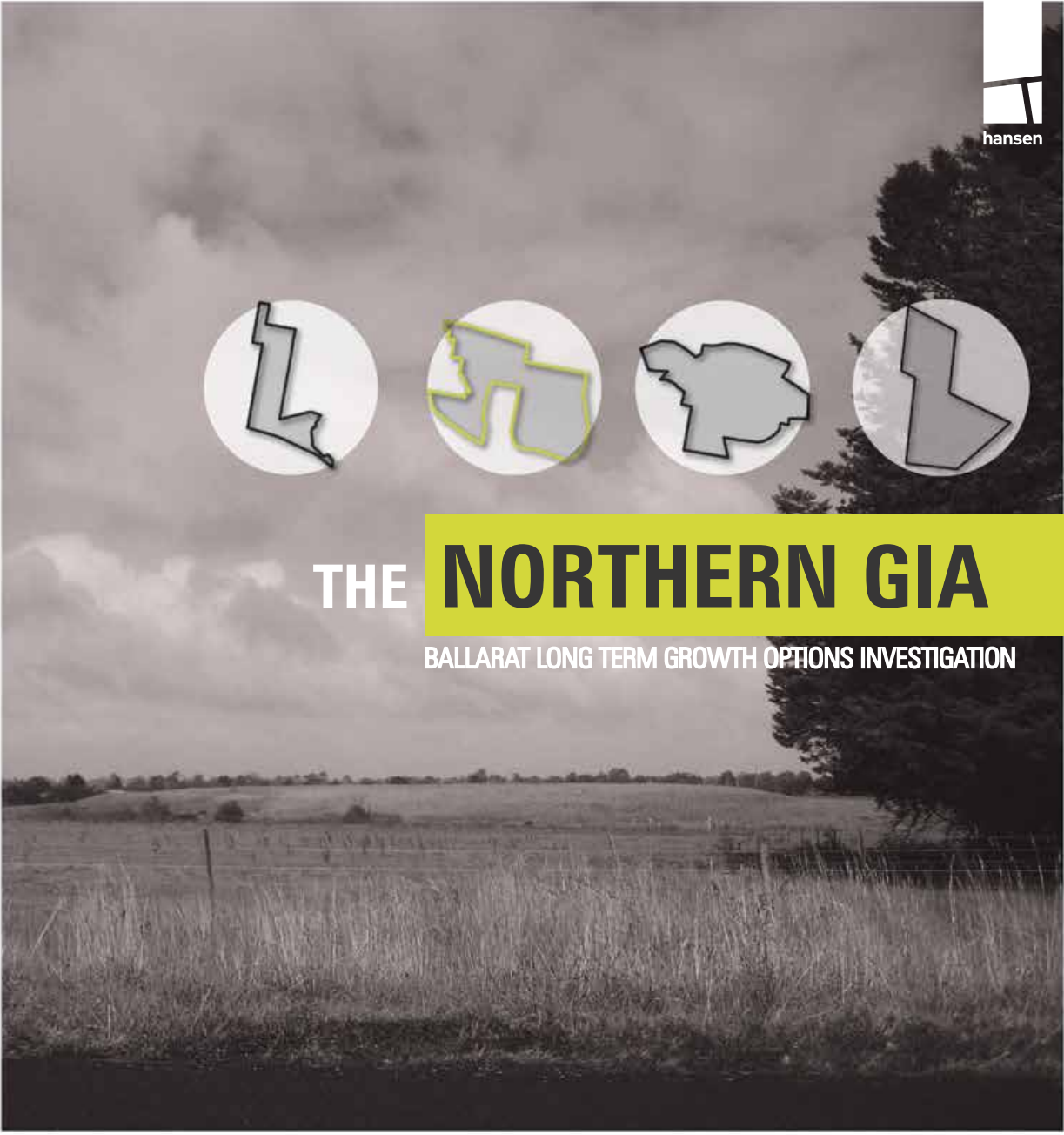
Map 5 broadly illustrates the overall recommendations outlined above.





THE **NORTHERN GIA**

BALLARAT LONG TERM GROWTH OPTIONS INVESTIGATION





NORTHERN GIA RECOMMENDATIONS

The Northern GIA is recommended to constitute a longer term second growth front for Ballarat, but to only be facilitated at an appropriate timeframe when it is specifically needed, based on development and land supply projections. Extensive strategic planning is needed for the Northern GIA to ensure that it is holistically planned. This would be required prior to the rezoning of the land which is required to facilitate development in the Northern GIA.























KEY ISSUES

THE NUMBERING RELATES TO THE KEY ISSUES OUTLINED IN THE IMPLEMENTATION OPTIONS FOR THE NORTHERN GIA.

LEGEND

-  northern GIA
-  northern boundary requires confirmation
-  investigate land for potential inclusion
-  north common wetland reserve (crown land)
-  potential public open space network and connection into major proposed Burruabeet Creek
-  mount rowan
-  consider extent of development up mt rowan
-  consider potential urban form and structure
-  ESO buffer from water treatment plant
-  potential directions for staging development
-  integration with miners rest and macarthur park
-  provide meaningful connections to macarthur park
-  consider bridge across western freeway
-  freeway
-  arterial roads
-  collector roads
-  proposed ballarat link road
-  railway line

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Map 6 Key Issues

NORTHERN GIA

KEY ISSUES & RECOMMENDATIONS

The following outlines a list of key issues which should be specifically investigated and appropriately addressed through the detailed Framework Plan and PSP process. The following list should not be considered exhaustive; noting that additional issues will be raised and identified through the preparation of the Framework Plan. The following numbering relates to the numbers represented on the key issues mapping (map 6).

1. Confirmation of the boundaries of the Northern GIA.
2. To what extent should urban development extend up the slopes of Mt Rowan, and the nature and the form of such development (if deemed to be appropriate).
3. Confirmation overall urban form and structure and development potential of all land within the confirmed boundary for the Northern GIA.
4. Confirmation of the current buffer required to the Ballarat North Wastewater Treatment Plant.
5. Recommended timing and staging of development and in particular whether development should progress from the southern part of the area and progressively move towards the north; or whether there is the potential for development to occur simultaneously from the north-west corner of the area, moving towards the south-east.
6. Opportunities to provide meaningful connection and integration with Macarthur Park.
7. The wider integration of development within the Northern GIA with Miners Rest.
8. The specific need for and the cost / benefit of extending Forest Street over the Western Freeway.
9. The impacts of the timing and commencement of development within the Northern GIA on the Ballarat West PSP area.
10. and connection into major proposed Burrumbeet Creek trail
11. Opportunities to embrace Burrumbeet Creek in the development design to achieve open space, amenity and environmental improvement outcomes.



FURTHER DESIGN CONCEPTS TO EXPLORE VIA NORTHERN GIA FRAMEWORK PLAN

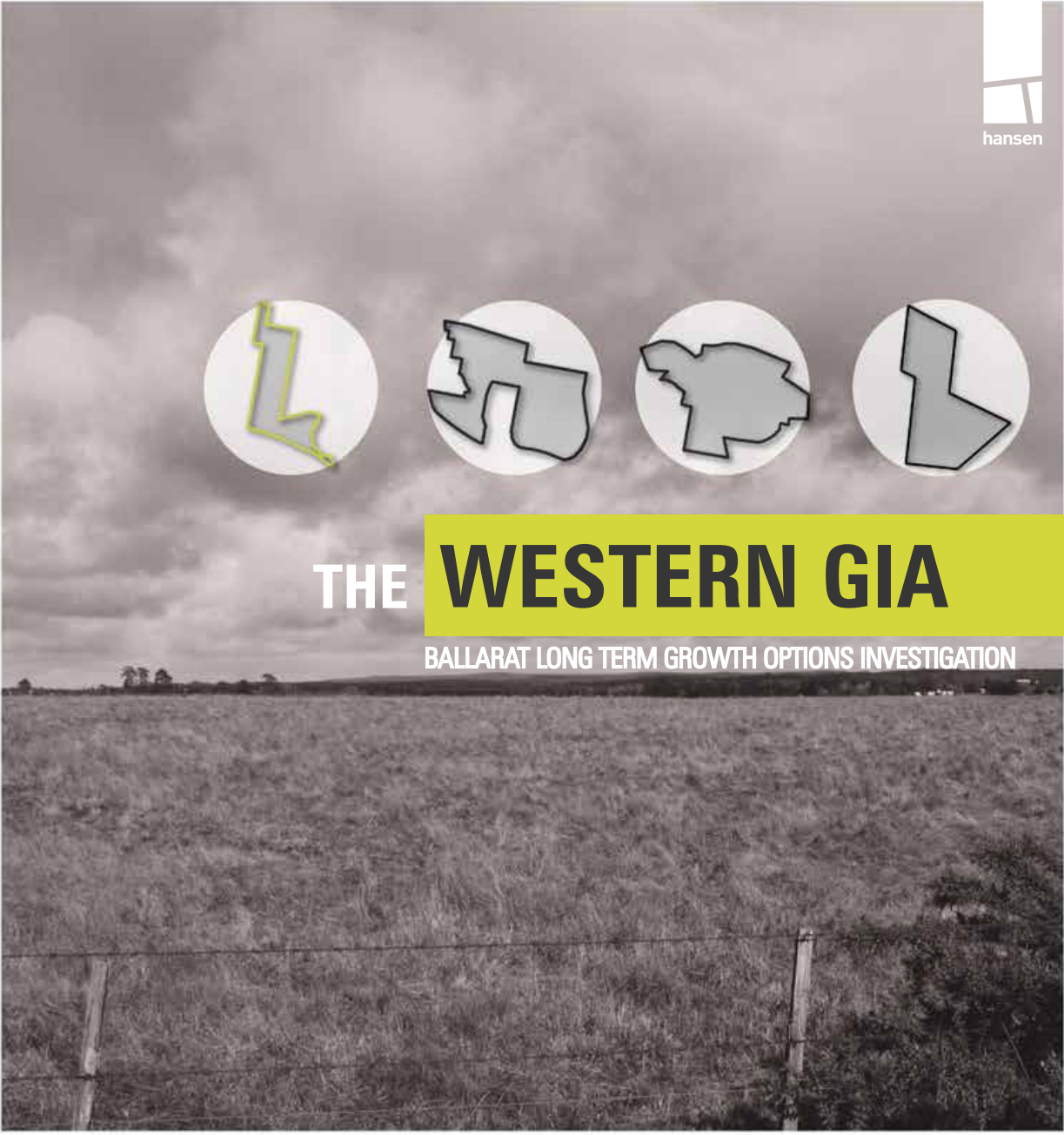
Beyond the key issues outlined above, there are a range of further design ideas and concepts which warrant further exploration through the development of a Framework Plan for the Northern GIA. As such these should be further explored during the preparation of the Framework Plan and associated PSP; but again the list should not be considered as exhaustive; noting that additional issues are likely be raised during its development:

- Seek to incorporate some outstanding design elements and features with a clear emphasis on 'place making', and a 'generosity of design' to prevail throughout the entire Framework Plan area.
- Mt Rowan is currently covered by the Significant Landscape Overlay (SLO) which would need to be appropriately considered as part of any future planning work.
- Identify land at the top of Mt Rowan as a dedicated Public Open Space Reserve, and apply an open space requirement / development contribution item requirement across the whole of the Northern GIA so as to enable Council to acquire designated land. Such land should then be established as a major landscaped open space feature on the top of Mt Rowan for the benefit of all future residents within the Northern GIA.
- Developing a different type of residential development that will distinguish the Northern GIA from the continuous, incremental, outward progression of a more 'suburban form' of residential development that is occurring to the west of Ballarat. This could involve the establishment of a number of 'urban villages' which are separated by either landscaped areas in public ownership, or lower density residential areas with a strong landscape function. This would seek to establish residential 'villages' within a network of linked landscaped corridors to (akin to the Macarthur Park estate), which would differentiate the Northern GIA from the continuous suburban development in Ballarat West.
- Establishment of major landscape and biodiversity assets, incorporating linear walking and cycling trails linking all 'villages' in the area, along Burrumbeet Creek (which runs from Miners Rest, to the east of McCartney Park, around the Wastewater Treatment Plant).
- Providing appropriate landscape and public open space links with North Common Wetland Reserve (Crown Land Sub-Precinct 4) and through the flood prone land along the north side of the Ballarat Bypass between Gillies Road and Creswick Road.



THE **WESTERN GIA**

BALLARAT LONG TERM GROWTH OPTIONS INVESTIGATION





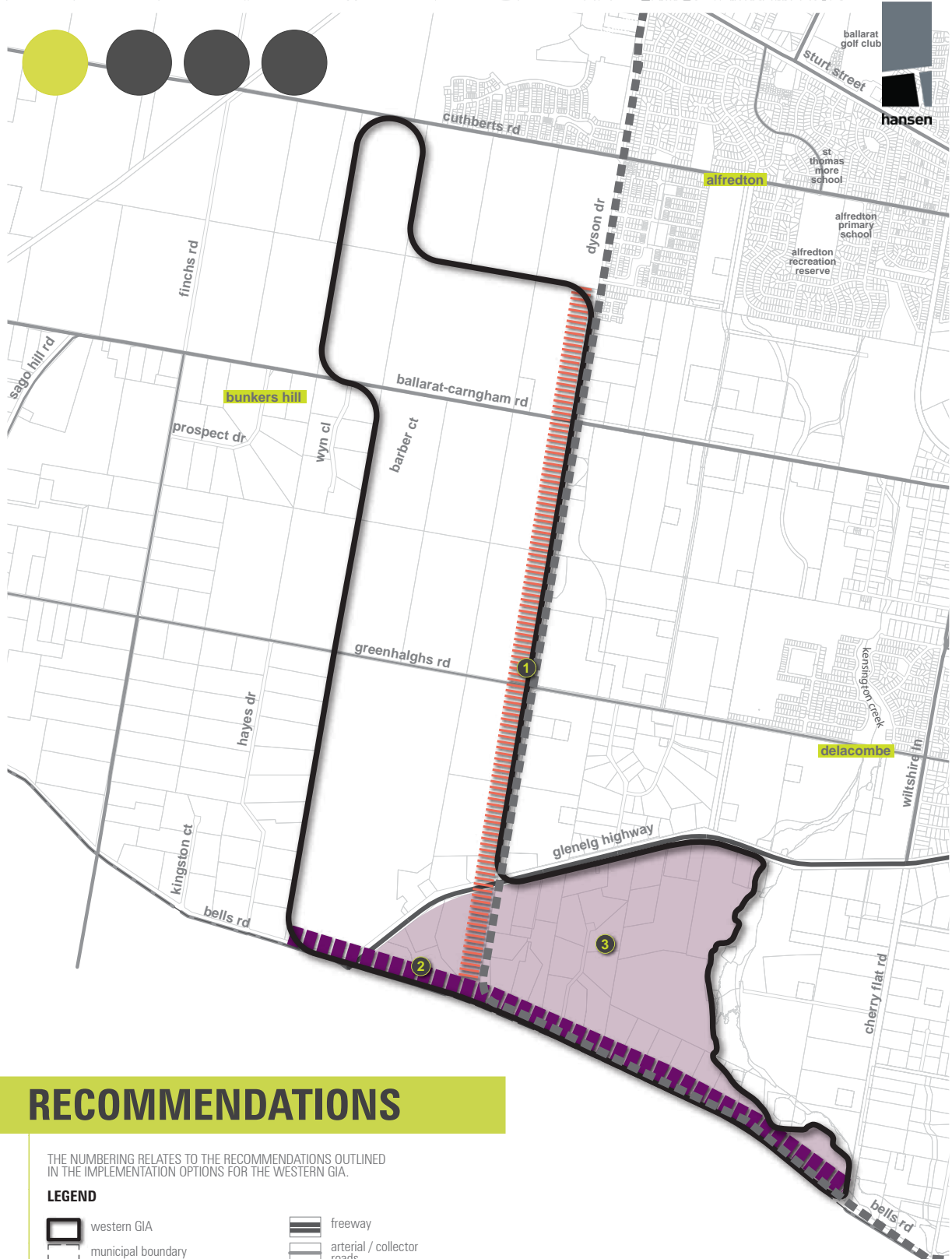
WESTERN GIA RECOMMENDATIONS

The Western GIA is recommended to constitute a logical long term growth option for Ballarat due to its location immediately adjacent to the Ballarat West Growth Area. However no specific timing or timeframe is placed on its development, noting it would only be facilitated for development when necessitated by demand and once the take up and development within the current Ballarat West Growth Area is well progressed and the Ballarat Western Link Road is in

place.

Based on the current ample supply of residential land in Ballarat (including the future addition of the Northern GIA as a second growth corridor), there is no immediate pressure to plan for or release the land in the western GIA in the near future..





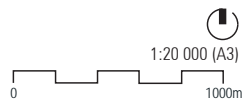
RECOMMENDATIONS

THE NUMBERING RELATES TO THE RECOMMENDATIONS OUTLINED IN THE IMPLEMENTATION OPTIONS FOR THE WESTERN GIA.

LEGEND

- western GIA
- municipal boundary
- consider the road interface along dyson drive / ballarat west link road
- consider interface issues along bells road
- potential area for low density residential
- freeway
- arterial / collector roads
- proposed ballarat link road

Map 7 Western GIA Recommendations

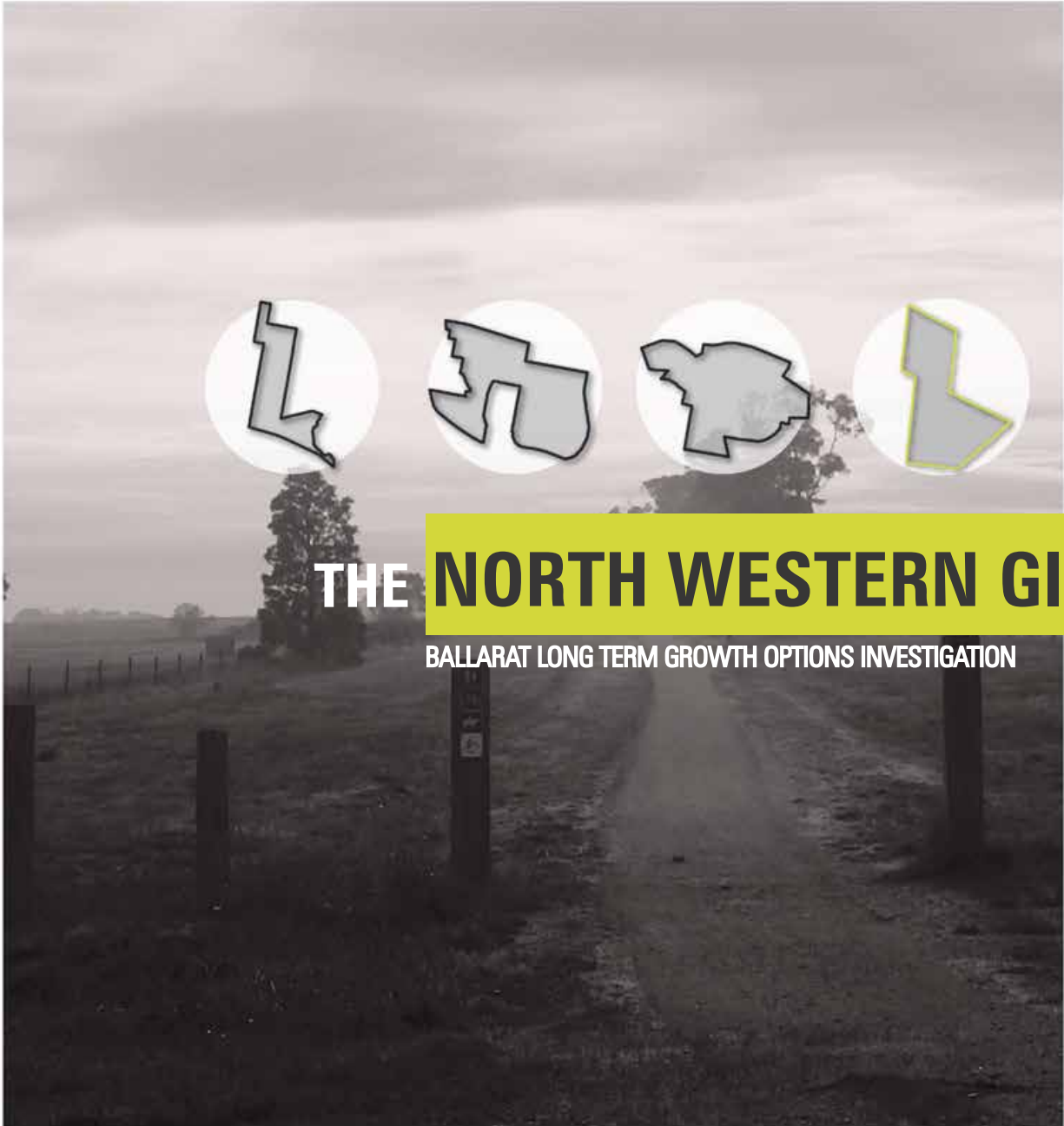


WESTERN GIA

KEY ISSUES & RECOMMENDATIONS

Noting the location and position of the Western GIA immediately adjacent to the Ballarat West Growth Area, the Western GIA would not form a second growth front in its own right for Ballarat. Rather it would form a logical long term extension of the existing Ballarat West Growth Area to only be developed once the current Ballarat West Growth Area has significant momentum. Some particular issues which should be considered at the appropriate time are listed below and are represented on the recommendations mapping (map 7) to the left.

1. Timely delivery of the Ballarat West Link Road and the design and roadway interface treatments along Dyson Drive/ Ballarat West Link Road will require appropriate considerations.
2. Appropriate consideration of interface issues along Bells Road is required (i.e. constituting the municipal boundary with Golden Plains Shire Council).
3. Land to the south of the Glenelg Highway within the Western GIA would constitute a logical area for a lower density form of residential development, such as that facilitated by the Low Density Residential Zone (LRDZ) or the Rural Living Zone (RLZ). The application of this type of zone (or similar), would have multiple benefits including: it would address existing land fragmentation and some existing constraints; it would create a positive interface with the Golden Plains Shire; and it would broadly mirror the form of housing located within the neighbouring municipality.



THE NORTH WESTERN GIA

BALLARAT LONG TERM GROWTH OPTIONS INVESTIGATION



NORTH WESTERN GIA RECOMMENDATIONS

Noting the location and position the North Western GIA adjacent to or within proximity of the Ballarat West Growth Area, the North Western GIA would not form a second growth front in its own right for Ballarat. However it could form a logical long term extension of the existing Ballarat West Growth Area, but to only be facilitated for development once the current Ballarat West Growth Area has significant momentum, and that the significant issues with servicing the site with essential trunk infrastructure has been overcome.

The recommendations relating to the North Western GIA land are location based and propose differing outcomes from land located to the north and south of Remembrance Drive (i.e. sub-precinct 1 & sub-precinct 2).

With regard to the sub-precinct 1, constituting land located to the south of Remembrance Drive, it is acknowledged that this land benefits from its location immediately adjacent to the Ballarat West Growth Area, and therefore constitutes a logical growth option for Ballarat in the longer term. However like the recommendations for the Western GIA no specific timing or timeframe is placed on its development, noting it would only be facilitated for development when necessitated by demand and once the take up and development within the current Ballarat West Growth Area is well progressed and the Ballarat Western Link Road is in place.

Again as with the Western GIA and based on the current ample supply of residential land in Ballarat (including the future addition of the Northern GIA as a second growth corridor), there is no immediate pressure to plan for or release the land in sub-precinct 1 of the North Western GIA in the near future. Furthermore any future development of the North Western GIA would need to consider the Councils financial position and capability at the time to be able to fund required infrastructure, as well as whether the significant issues with servicing the site with essential trunk infrastructure has been overcome.

The recommendations for sub-precinct 2, constituting land located to the north of Remembrance Drive, differs as its location is not immediately adjacent to the Ballarat West Growth Area. Sub-precinct 2 is also heavily influenced by the 'rural lifestyle' subdivision located to the east and the broad hectare farming land located to the north and west.

By nature of its location, sub-precinct 2 of the Northern GIA (i.e. land located north of Remembrance Drive) has a potential different development outcome. One option could be to allow this land to be developed for a lower density form of residential development, which was already contemplated by earlier concept plans and draft masterplan prepared for the Lake Federation Resort/ Ballarat Resort. The provision of this 'urban/ rural lifestyle' type allotments would function to provide a greater degree of housing choice within the Ballarat housing market and would create a more positive interface at the 'green edge' of Ballarat from the western approach.

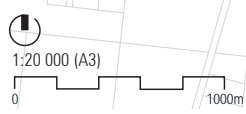
At the appropriate time, the entire North Western GIA should be planned, including preferred form of future development in both precincts, and determine best staging accordingly.



RECOMMENDATIONS

THE NUMBERING RELATES TO THE RECOMMENDATIONS OUTLINED IN THE IMPLEMENTATION OPTIONS FOR THE TIGA GIA.

- LEGEND**
- north western GIA
 - municipal boundary
 - sub-precinct boundary
 - consider the road interface of honour along ballarat avenue
 - consider interface issues along skipton-ballarat rail trail
 - consider potential urban rural interface
 - EVC area for protection
 - koala habitat protection area (ES05)
 - freeway
 - arterial / collector roads
 - railway line



Map 8 North Western GIA Recommendations

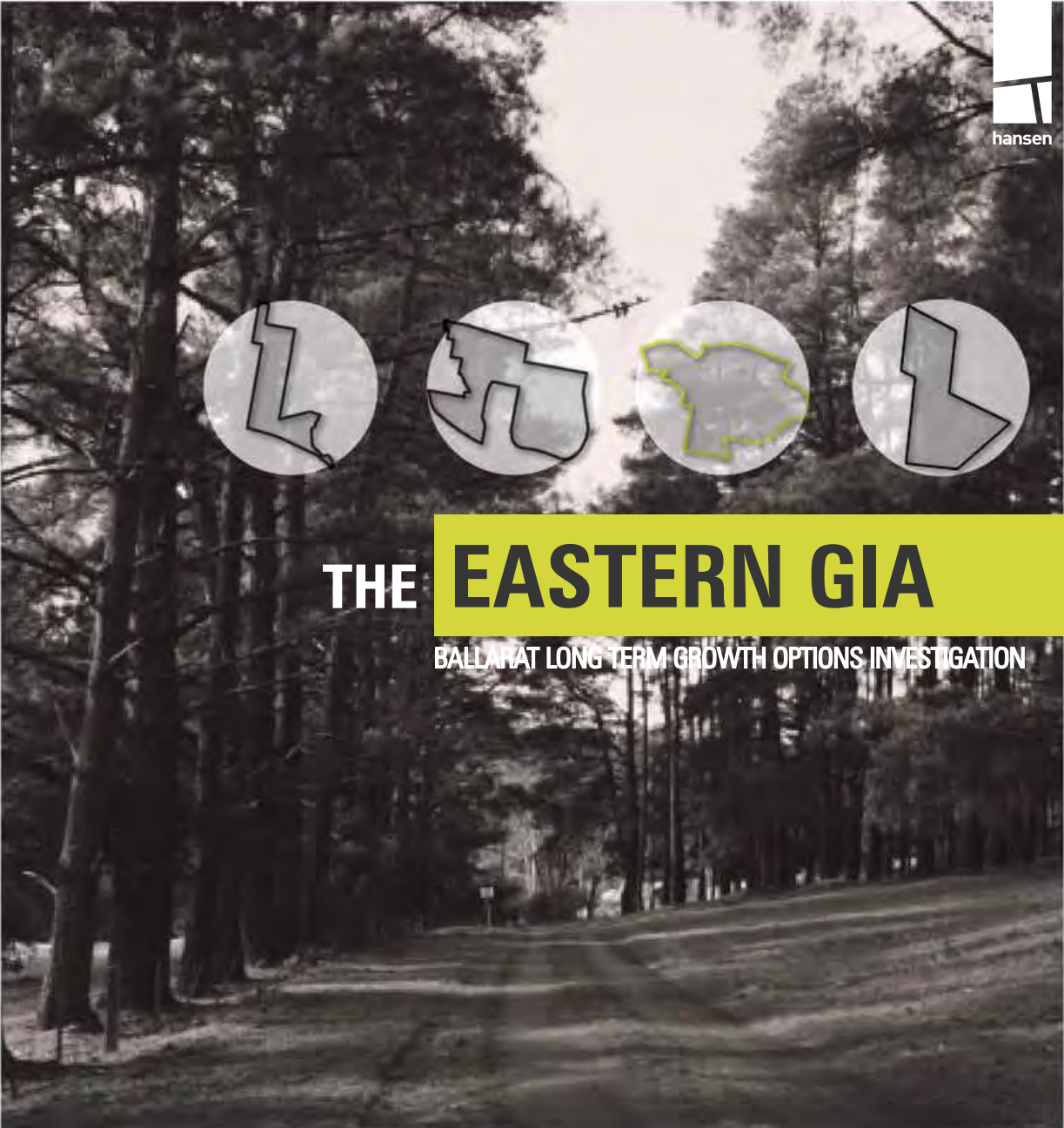
NORTH WESTERN GIA

KEY ISSUES & RECOMMENDATIONS

Some particular issues which should be considered at the appropriate time are listed below and are represented on the recommendations mapping (map 8).

1. Consideration of interface issues and design treatments along Ballarat Avenue of Honour (including the findings and recommendations of the separate study currently being undertaken to consider urban design treatments and potential planning controls along Remembrance Drive).
2. Consideration of interface issues, design treatments and road connections along the Skipton-Ballarat Rail trail (which will form the boundary between Ballarat West and sub-precinct 1 of the North Western GIA).
3. Consideration of identified potential koala habitat areas.
4. Consideration of the Plains Grassy Woodland, Plains Grassland, Plains Grassy Wetlands & Aquatic Herbland Ecological Vegetation Classes (EVCs) located within sub-precinct 1.
5. Consideration of the potential urban rural interface along the western edge of the Northern Western GIA.
6. Consideration of whether the North Western GIA should be logically extend west to Whites Road.
7. Sub-Precinct 2 of the Northern Western GIA

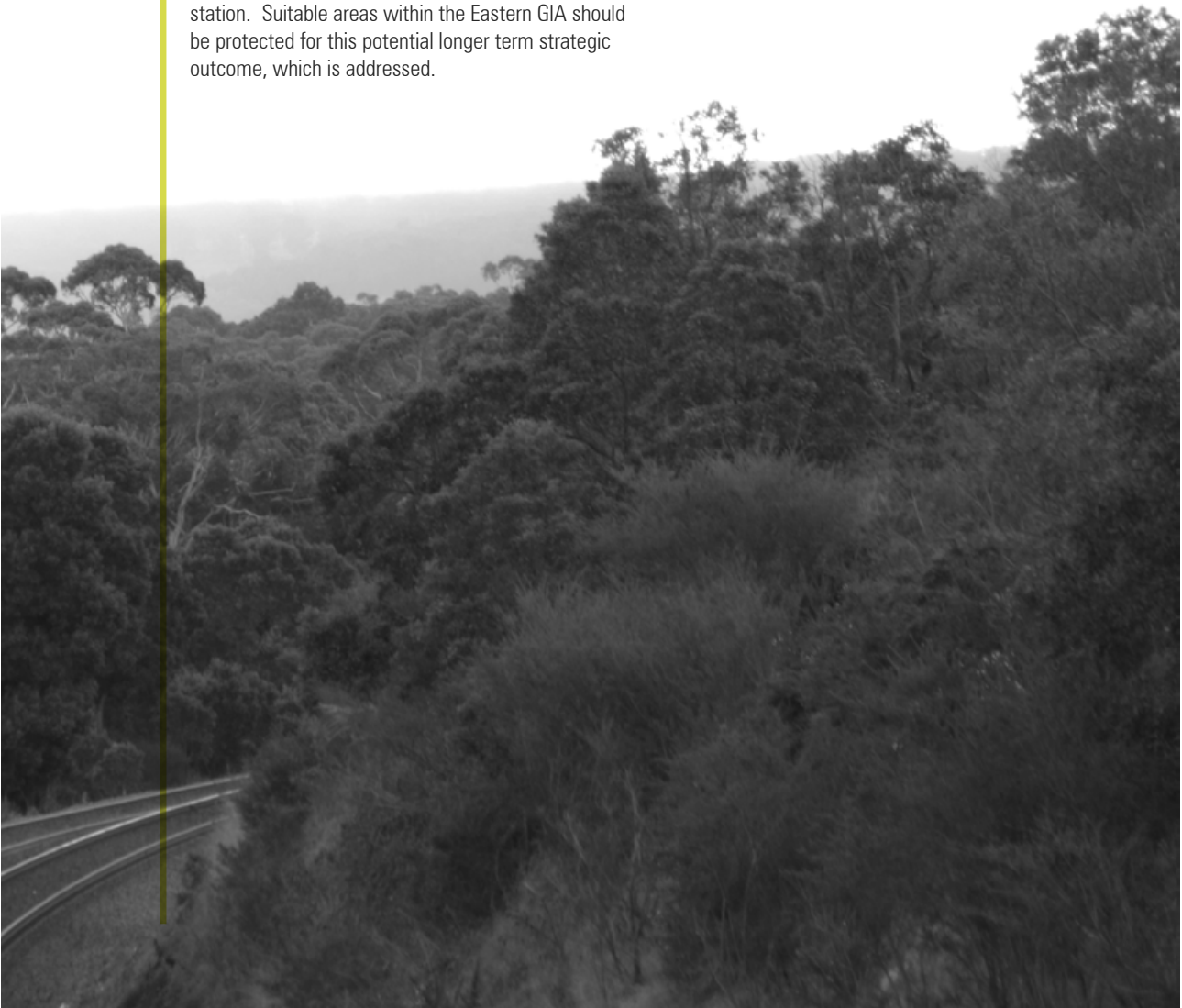
differs for sub-precinct 1 as it is separated and disconnected from the growth front of Ballarat West Growth Area, and accommodated rural lifestyle development to its east and broad hectre farming to the north and west. The potential future of this land could be to accommodate a lower density form of residential development overall to appropriately reflect its surrounding context to the north, east and west, and to be consistent with the general development density anticipated to be facilitated as part of the Lake Federation Resort/ Ballarat Resort Concept Plans/ Masterplans. The intent would be to develop a different type of residential development that will distinguish sub-precinct 2 from the continuous, incremental, outward progression of a more 'suburban form' of residential development that is occurring to the west of Ballarat (and potentially within sub-precinct 1). It is suggested this could involve the establishment of a number of 'urban villages' within a network of linked landscaped corridor.

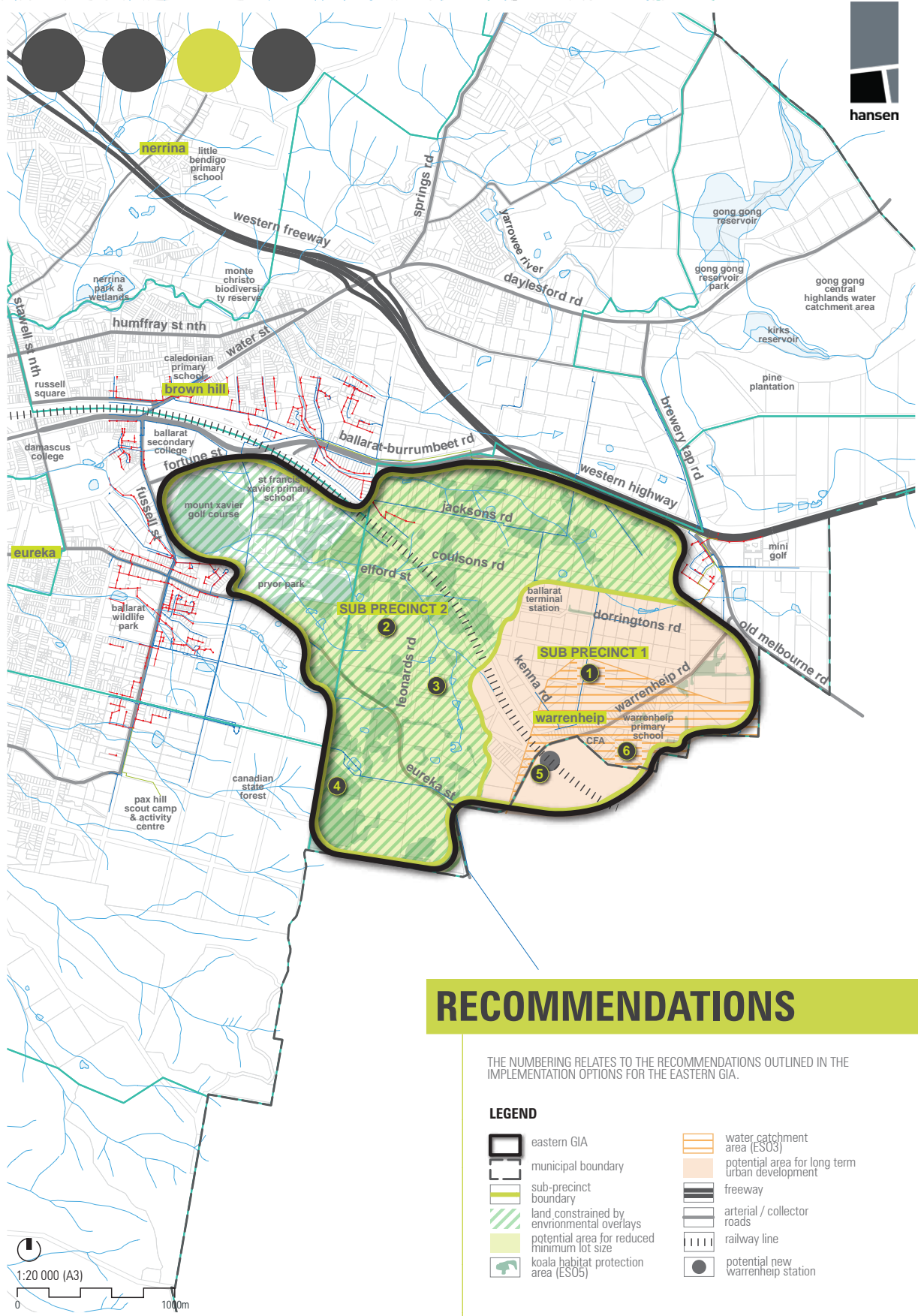




EASTERN GIA RECOMMENDATIONS

The Eastern GIA is the least preferred of the four investigation areas based on the detailed analysis of the range of applicable constraints. Due to a range of environmental constraints, servicing constraints and land fragmentation issues, it is not recommended for development at this time. Less constrained parts of the Eastern GIA could potentially be developed in the future, however this would only be strategically justified if Warrenheip is reestablished as a commuter train station. Suitable areas within the Eastern GIA should be protected for this potential longer term strategic outcome, which is addressed.





RECOMMENDATIONS

THE NUMBERING RELATES TO THE RECOMMENDATIONS OUTLINED IN THE IMPLEMENTATION OPTIONS FOR THE EASTERN GIA.

LEGEND			
	eastern GIA		water catchment area (ES03)
	municipal boundary		potential area for long term urban development
	sub-precinct boundary		freeway
	land constrained by environmental overlays		arterial / collector roads
	potential area for reduced minimum lot size		railway line
	koala habitat protection area (ES05)		potential new warrenheip station

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Map 9 Eastern GIA Recommendations

EASTERN GIA

KEY ISSUES & RECOMMENDATIONS

As nominated within the overall recommendations, the Eastern GIA is the least preferred of the four investigations areas and is not recommended for development at this time based on a range of environmental constraints, servicing constraints and land fragmentation issues. Below are a range of more specific recommendations relating to the Eastern GIA. The following numbering relates to the numbers represented on the recommendations mapping (map 9).

1. Land within designated Sub-Precinct 1 is noted to be relatively flat and contains less physical and environmental constraints than designated Sub-Precinct 2.
2. Sub-Precinct 2 is noted to be heavily constrained by environmental overlays, vegetation cover, topography and a fragmental lot pattern, where it is not considered to have urban development potential, even in the longer term.
3. For Sub-Precinct 2, there could be the potential to reduce the minimum lot size in the schedule to the Rural Living Zone (RLZ), or perhaps be considered for rezoning to the Low Density Residential Zone (LDRZ), however this would need to be examined on the basis of a municipal wide study on the supply, demand and availability of Rural Living Zone (RLZ) and Low Density Residential Zone (LDRZ).
4. Any potential increase in lot yield for Sub-Precinct 2 would need to critically evaluate the Environmental Significant Overlay Schedule 5 (ES05) to determine whether any increase in dwellings would negatively impact the koala and koala habitat projection objectives.
5. Purely due to the potential to establish a new station at Warrenheip, on the existing Melbourne to Ballarat rail line, Sub-Precinct 1 should be retained as a long term strategic option for possible urban development. In order to protect this for such a long term development potential, no rezoning or change to the minimum lot size in the schedule to the Rural Living Zone (RLZ) should be allowed to occur within Sub-Precinct 1.
6. Noting that the Environmental Significance Overlay Schedule 3 (ESO), relating to the protection of water catchment areas, applies to parts of Sub-Precinct 1, all future urban development in this area would be required to be connected to reticulated sewerage, which could pose servicing cost implications due to the disconnection of Sub-Precinct 1 from the existing urban edge of Ballarat. This would need to be investigated in detail at the appropriate time if required.



IMPLEMENTATION



In order to give the recommendations of this report appropriate statutory weight, it will be necessary to undertake a Planning Scheme Amendment to the introduce necessary reference within the Ballarat Planning Scheme.

Primarily this would involve updating *Clause 21.02 Settlement and Housing*, and specifically *Clause 21.02-4 Greenfield investigation areas*, as this report has undertaken the detailed feasibility assessment required under that clause. The Housing Framework Plan (Figure 2) of *Clause 21.02 Settlement and Housing*, would also need to be updated to reflect the recommendations of this report.

As the Northern GIA has been recommended to constitute a second growth front for Ballarat, at the appropriate time an Amendment will need to be undertaken to rezone the land to an appropriate zone, which would most logically be the Urban Growth Zone (UGZ).

However prior to any rezoning of the land being undertaken, a large amount of detailed analysis work would need be undertaken to further investigate the form and detail of future development. This would need to be investigated and determined through the development and preparation of a high level guiding Framework Plan, which would consider matters such as: density, design, access and layout of urban development; appropriate locations for recreational/ community service/ commercial requirements; and environmental considerations etc.

The key recommendations for the Northern GIA made within this report have already documented and outlined a range of specific matters which should be specifically investigated and appropriately addressed through a further detailed design process for a Framework Plan.

Once an overarching Framework Plan has been developed, rezoning of the land to be undertaken, which would occur at an appropriate time based on current analysis of need and demand.

Some further commentary regarding the timing for when a Framework Plan process may logically commence for the the Northern GIA, as well as the planning process to facilitate it, is addressed on following pages.

NORTHERN GIA IMPLEMENTATION

As previously discussed, the Northern GIA is recommended as a logical second growth front for Ballarat, but to be facilitated only at an appropriate timeframe when it is needed, based on development and land supply projections. Considerations regarding the appropriate timing for the logical development of the Northern GIA as a second growth front are briefly outlined below:

- Based on established strategic planning principles of planning for 15 years land supply, if there is a continuation of current trends of facilitating new development in greenfield locations, a new greenfield supply would be required by 2026. Pre-planning for the Northern GIA would then need to commence in around 2021.
 - Conversely, if Council is successful in achieving 50% of new dwellings as infill development, this would delay the need for new greenfield land to 2038, where preplanning would commence five years prior in 2033.
 - In practical terms, over the coming years Council is clearly likely to have some positive success in increasing the level of new dwellings as infill development. If this occurs, but also does not reach the policy target of 50%, it would result in new greenfield supply being required sometime after 2026, but before 2030. The exact year would need to be determined through an annual review of approvals data to determine land uptake in greenfield locations, as well as the approval of new dwellings in infill locations.
 - With the potential creation of new greenfields land, there is a need for extensive strategic planning work to be undertaken to ensure it is holistically planned and not facilitated purely on individual land holder/ developer interests.
- It is necessary to complete such work prior to any potential rezoning of the Northern GIA being facilitated. The detailed implementation recommendations section of Part A highlights a range of issues and considerations which need to be appropriately addressed in the future planning and development of the Northern GIA.
 - Whilst the required pre-planning of the Northern GIA could commence immediately, from a strict strategic planning perspective there is no urgency for it, nor should future development within the Northern GIA be brought forward earlier than required even if this work were completed now.
 - Actual development of the Northern GIA should not commence until the current Ballarat West Growth Area has developed a strong market presence and market momentum.
 - The development of the Northern GIA needs to also be cognisant of Council's financial position as well as potential for financial exposure/ capability at the time (i.e. ability to fund infrastructure etc.), meaning that Council will need to be able to financially support a new growth front before it can proceed.



figure 12: potential planning process for the northern GIA

RECOMMENDED PLANNING PROCESS FOR NORTHERN GIA

A range of recommendations are made with respect to appropriate planning processes (see figure 12) necessary for the creation of the Northern GIA as an urban area.

The Northern GIA contains multiple landowners and developer interests; coupled with a range of specific issues which will require further consideration. As such, Council should initiate and lead a Framework Plan to guide the future planning of the area. The Framework Plan should include all land within the nominated extent of the Northern GIA, and not just focus on the land with currently known development interests. The Framework Plan process should include the involvement and input of all landowners.

Noting the role of the Framework Plan to guide and influence the future development of the Northern GIA, no land should be rezoned until a Framework Plan has been prepared for the area. Once the Framework Plan has been prepared and approved, rezoning of the land to the Urban Growth Zone (UGZ) could occur, unless the timing and facilitation matters considered by the Framework Plan recommends a delayed start to development, in order to enable the appropriate level of momentum of housing development to be established with the Ballarat West Growth Area. As such the timing of the rezoning of all land within the Northern GIA will need to specifically consider and take into account the progress of development in the Ballarat West PSP Area at the appropriate time.

The future rezoning of the land to the Urban Growth Zone (UGZ), would necessitate the preparation of a detailed Precinct Structure Plan (PSP) and Development Contributions Plan (DCP) to provide more specific detail in the guidance and roll out of development to be facilitated within the Northern GIA.

FURTHER DESIGN CONCEPTS TO EXPLORE VIA NORTHERN GIA FRAMEWORK PLAN

Beyond the key issues outlined above, there are a range of further design ideas and concepts which warrant further exploration through the development of a Framework Plan for the Northern GIA. As such these should be further explored during the preparation of the Framework Plan and associated PSP; but again the list should not be considered as exhaustive; noting that additional issues are likely to be raised during its development:

- Seek to incorporate some outstanding design elements and features with a clear emphasis on 'place making', and a 'generosity of design' to prevail throughout the entire Framework Plan area.
 - Land to the west is subject to the Miners Rest Township Plan and that future planning and development in the Northern GIA must be aligned with this plan.
 - Mt Rowan is currently covered by the Significant Landscape Overlay (SLO) which would need to be appropriately considered as part of any future planning work, including protecting key views within the broader landscape.
 - Identify land at the top of Mt Rowan as a dedicated Public Open Space Reserve, and apply an open space requirement / development contribution item requirement across the whole of the Northern GIA so as to enable Council to acquire designated land. Such land should then be established as a major landscaped open space feature on the top of Mt Rowan for the benefit of all future residents within the Northern GIA.
- Developing a different type of residential development that will distinguish the Northern GIA from the continuous, incremental, outward progression of a more 'suburban form' of residential development that is occurring to the west of Ballarat. This could involve the establishment of a number of 'urban villages' which are separated by either landscaped areas in public ownership, or lower density residential areas with a strong landscape function. This would seek to establish residential 'villages' within a network of linked landscaped corridors to (akin to the Macarthur Park estate), which would differentiate the Northern GIA from the continuous suburban development in Ballarat West.
 - Establishment of major landscape and biodiversity assets, incorporating linear walking and cycling trails linking all 'villages' in the area, along Burrumbeet Creek (which runs from Miners Rest, to the east of McCartney Park, around the Wastewater Treatment Plant).
 - Providing appropriate landscape and public open space links with North Common Wetland Reserve and through the flood prone land along the north side of the Ballarat Bypass between Gillies Road and Creswick Road.



PART B - BACKGROUND

DETAILED ASSESSMENT OF GIA'S



DEVELOPMENT SCENARIOS

In order to understand the implications of density development scenarios on a range of servicing infrastructure requirements, four scenarios have been considered. Each scenario assumes 75% of the land area within the site is developable. The four outlined scenarios have been used as a mechanism to assess the costs and associated servicing issues of potentially developing each of the GIA's. These are expanded upon as relevant throughout the balance of this report.

	WESTERN GIA	NORTHERN GIA	EASTERN GIA
Site Area (ha)	792.33ha	569.58ha	615.57ha
Scenario 1 8 Lots per ha	4,754 lots	3,417 lots	3,693 lots
Scenario 2 12 Lots per ha	7,131 lots	5,126 lots	5,540 lots
Scenario 3 15 Lots per ha	8,914 lots	6,408 lots	6,925 lots
Scenario 4 20 Lots per ha	11,885 lots	8,544 lots	9,234 lots

Table 2: greenfield investigation areas - development scenarios

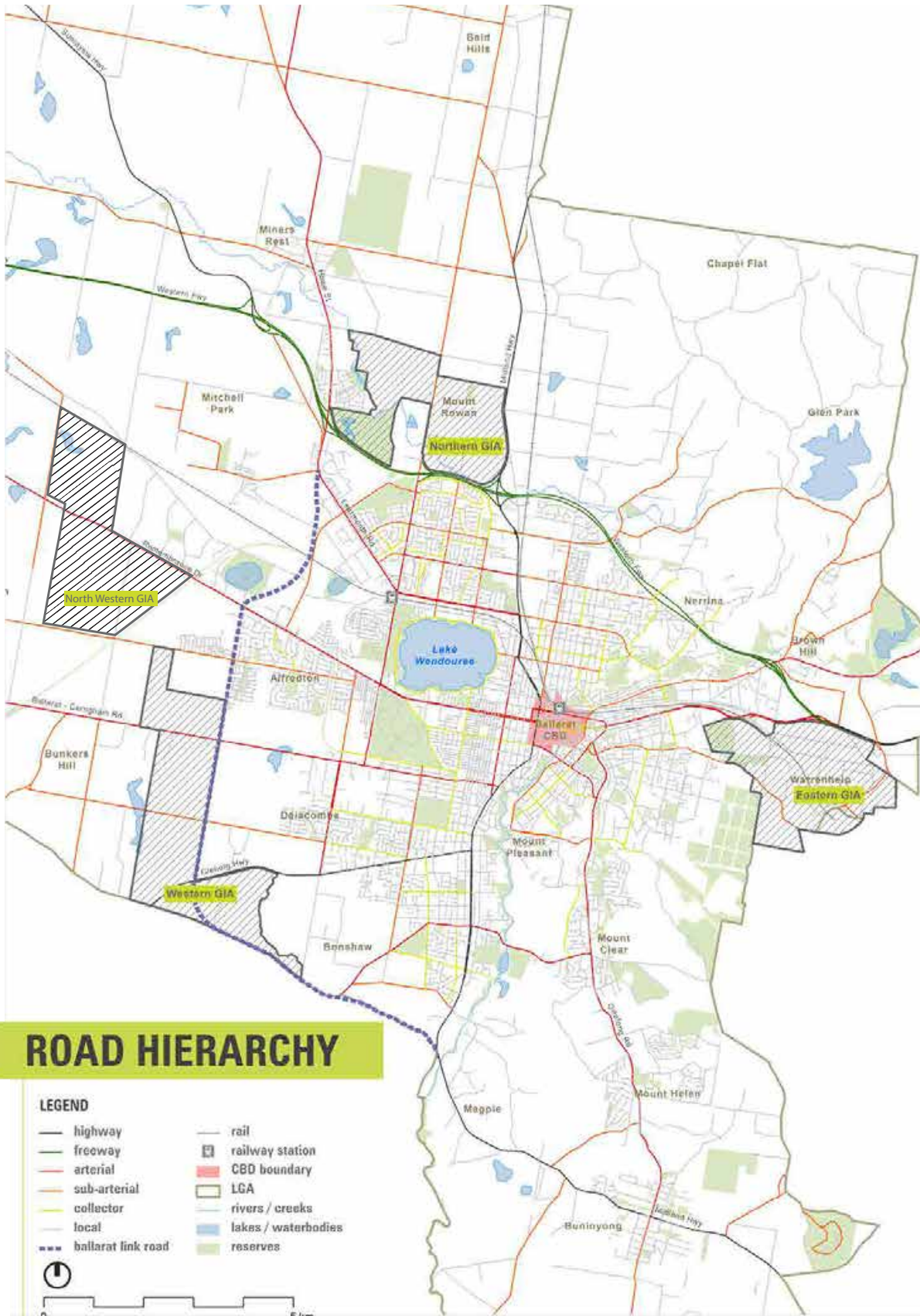
It should be understood that these scenarios only consider the gross land area and other constraints such as those identified in the land capability and planning assessments have not been considered. When factoring in physical and environmental constraints the number of lots per hectare may be reduced and therefore these scenarios are used only as a high level mechanism to establish potential servicing issues with different scenarios.

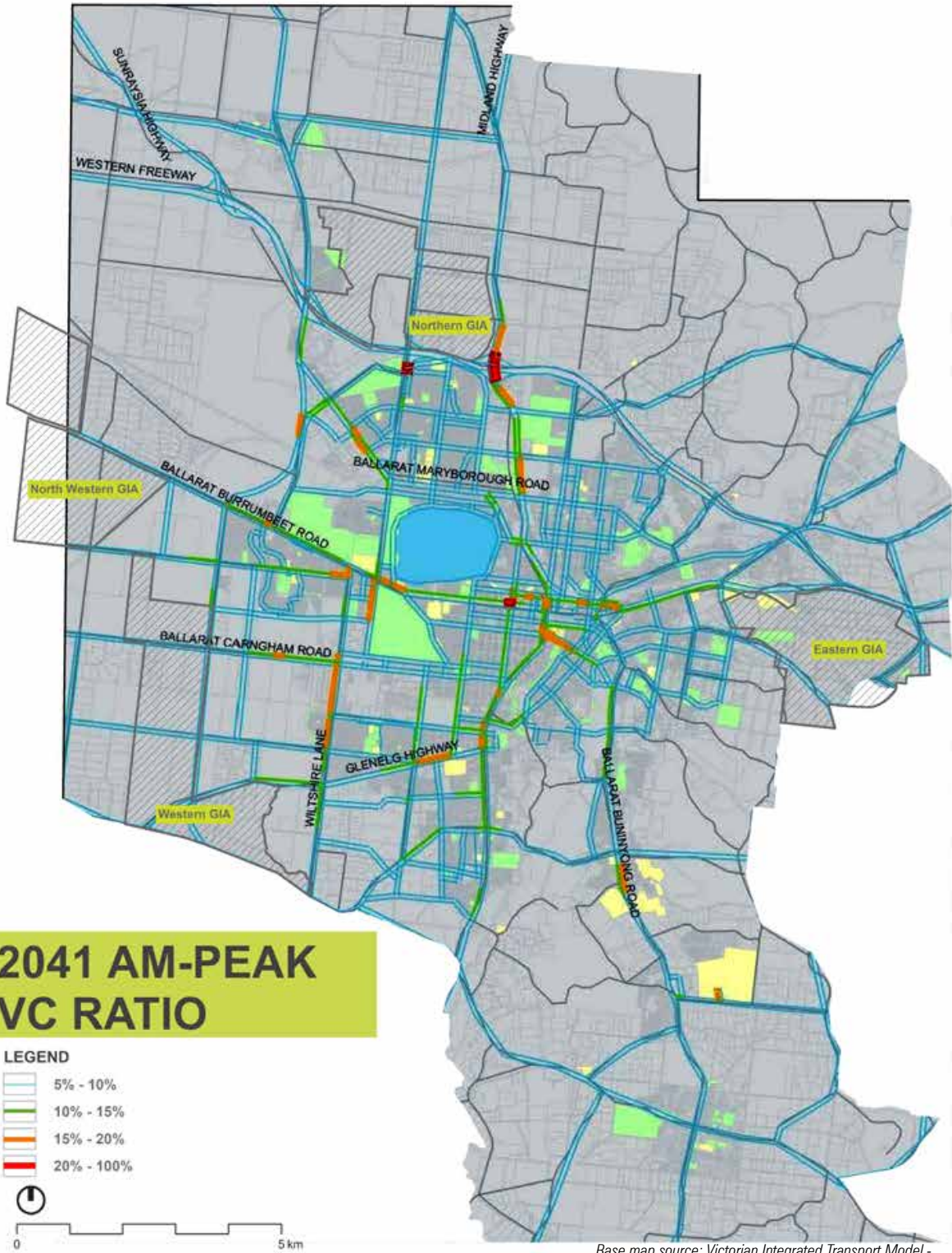


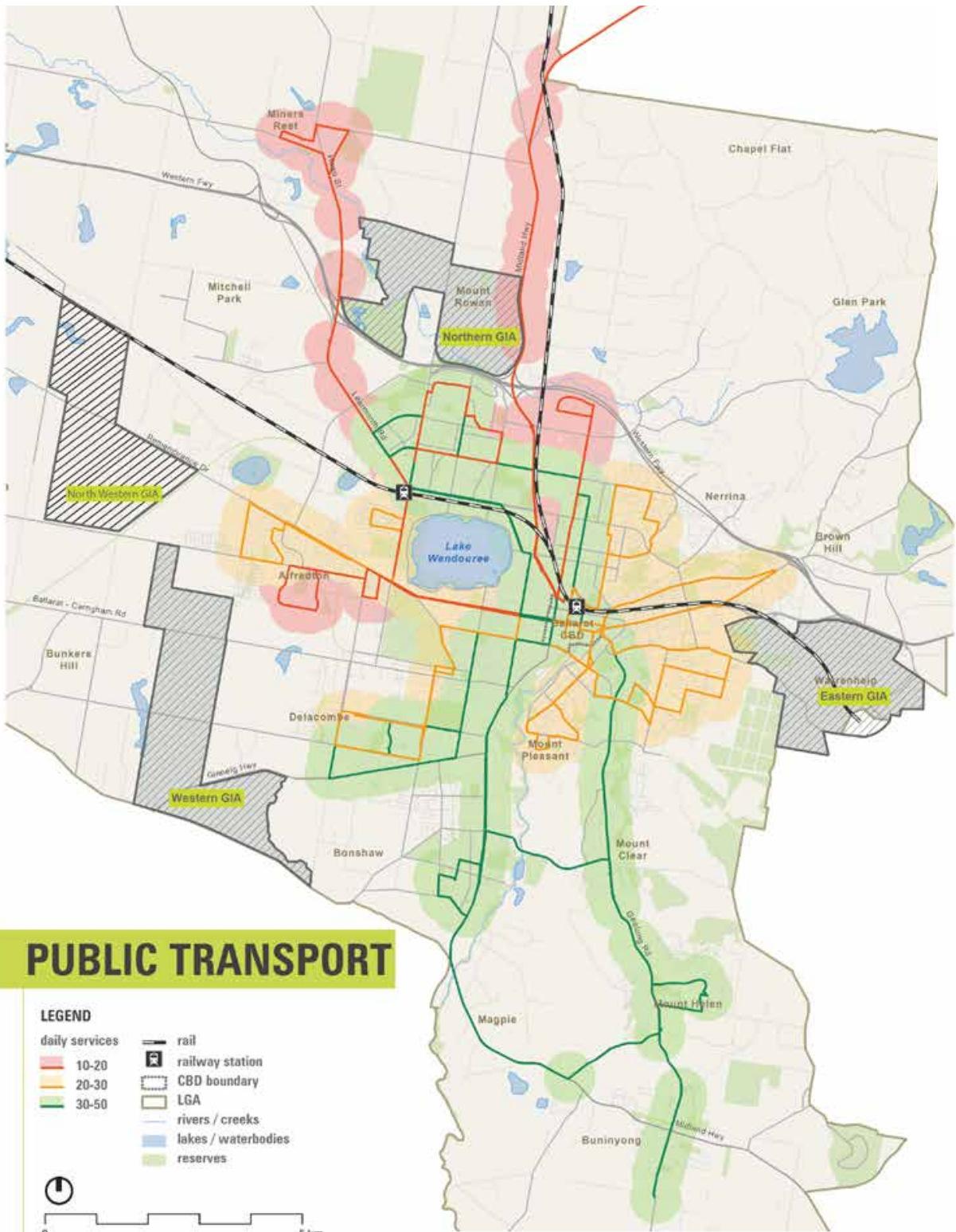
ACCESSIBILITY MAPPING

A series of accessibility assessment maps have been prepared as part of the background analysis for the project, which cover the majority of the city of Ballarat. For ease of reference, maps 10 through 17 have been collected within this Accessibility Mapping section to avoid the need to duplicate them in each individual GIA assessment section later on.

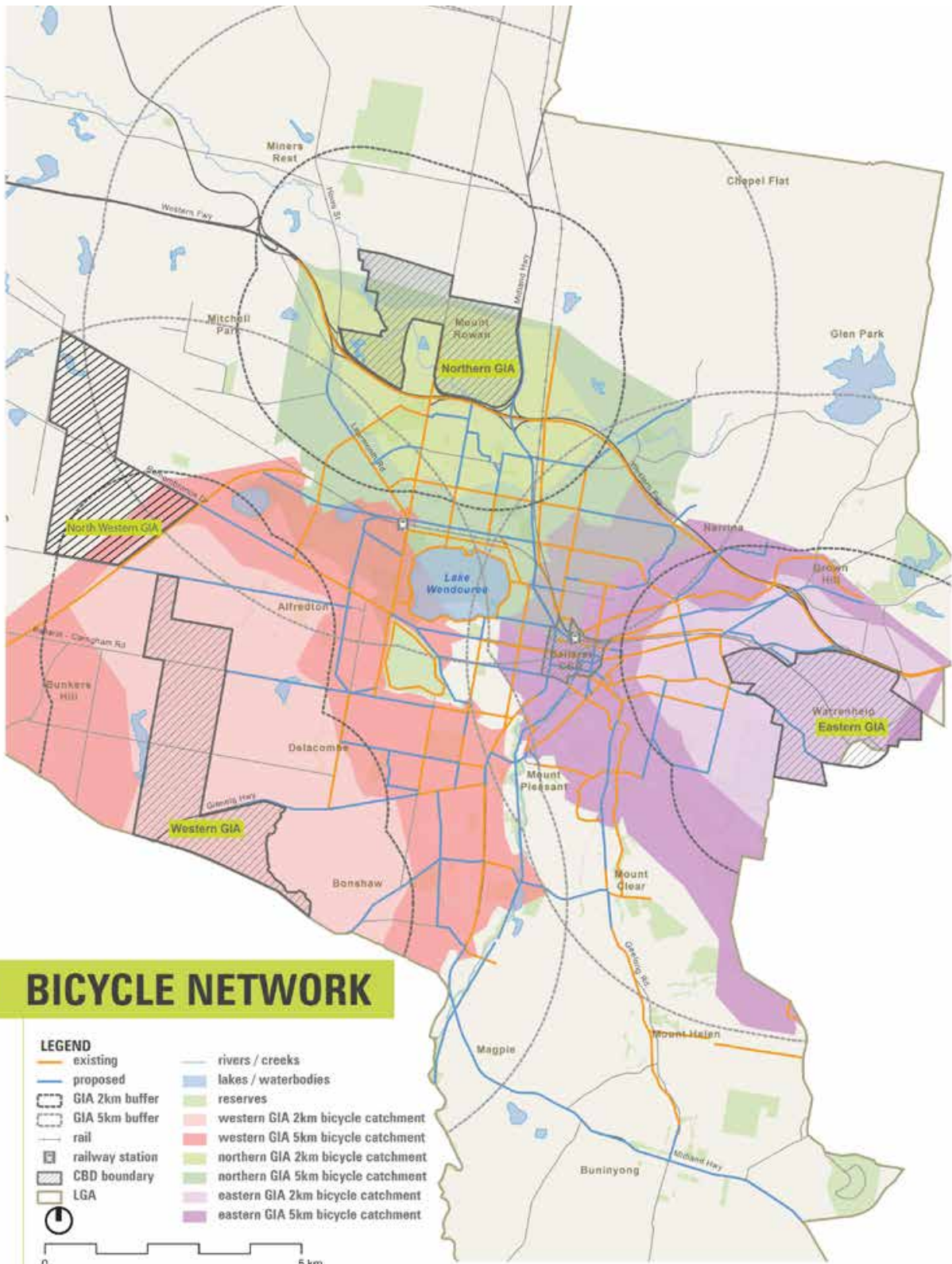
The assessment of each of the GIA against Ballarat's accessibility network is contained under each of the individual GIA chapters later in the report, including; the road network, public transport network, walking and cycling networks and accessibility to employment and services.



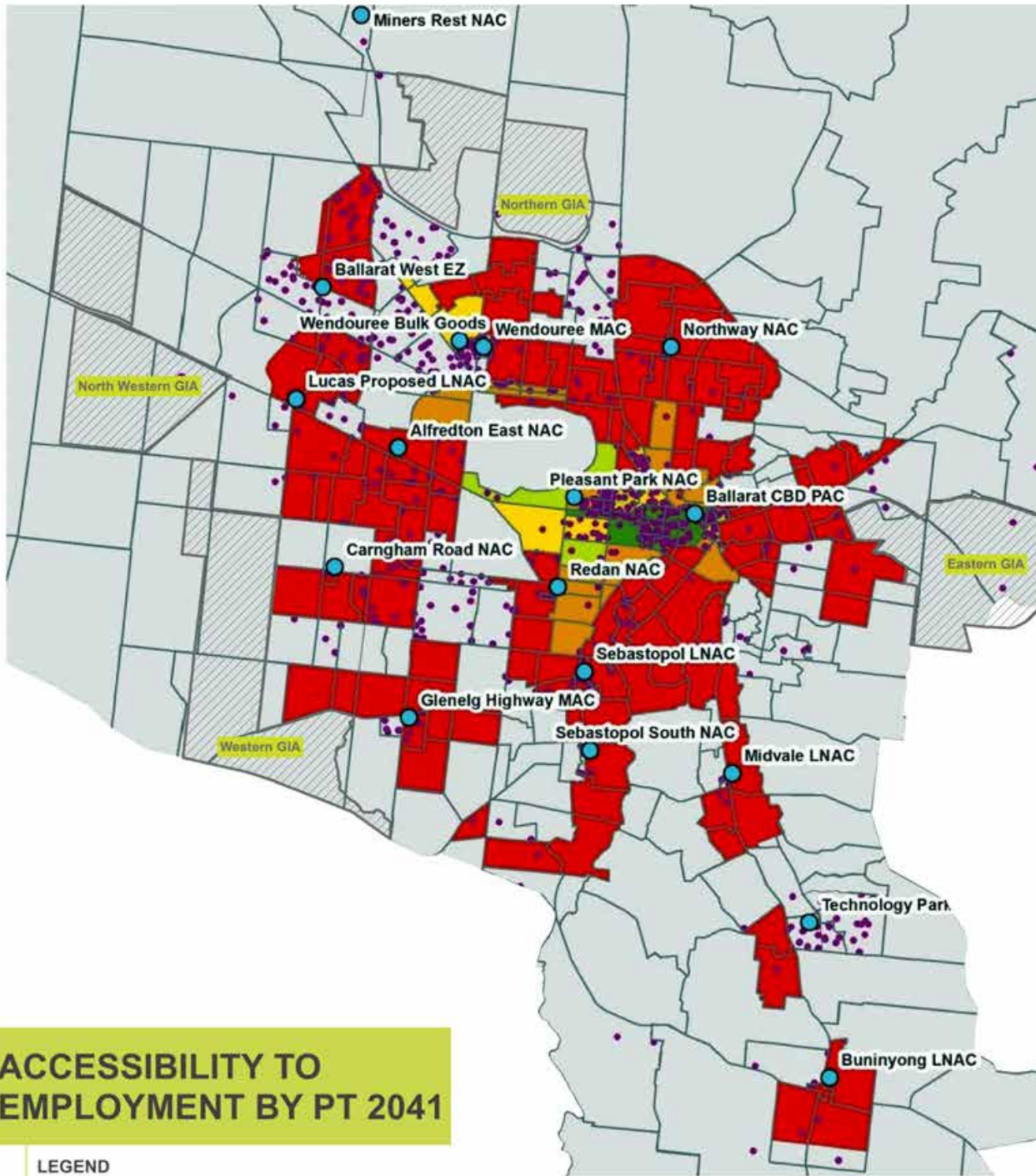




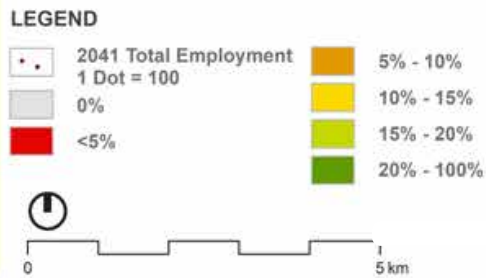
Map 12 Public Transport



Map 13 Bicycle Network



ACCESSIBILITY TO EMPLOYMENT BY PT 2041



base map source: Victorian Integrated Transport Model - City of Ballarat: Phase 3A Investigation (AECOM, July 2014)

Map 14 Accessibility to Employment by PT 2041