



CITY OF BALLARAT

COUNCIL PLAN

Progress Report, Quarter 4 2019-20





WHAT IS THE COUNCIL PLAN?

The Council Plan is a strategic document outlining what the City of Ballarat will do to achieve Council's and the community's vision of Ballarat as a proud, bold, vibrant and thriving city. The 2017–2021 plan describes Council's priorities and outcomes for its four-year term, and how these will be resourced.

The Council Plan is underpinned by the Today Tomorrow Together: The Ballarat Strategy, which is a plan for our city until 2040 that outlines the community's vision of a greener, more vibrant and connected Ballarat. The Council Plan is an important document that drives everything the City of Ballarat does over a four-year period.

It sets the vision, priorities and outcomes for Council's term and lists how progress will be measured. The plan guides Council's annual budget, which determines the projects, services, events and other initiatives that will be funded and delivered in the next financial year. Each year, the community has opportunities to have its say on Council's proposed funding.

Council is held accountable for its progress on the Council Plan's outcomes through the City of Ballarat's Annual Report. Council's delivery of the Council Plan ultimately contributes to the community's vision, highlighted in the Ballarat Strategy.

HOW WE WILL TRACK AND MEASURE OUR PROGRESS

Each of the Council Plan goals has a number of measures that will track Council's progress. Council will also report on its progress in completing the four-year priorities.

The measures included in this plan show the most up-to-date information available to Council. It should be noted that many data sets are only updated on a two, three or four yearly cycle. In many cases comparative data does not yet exist.

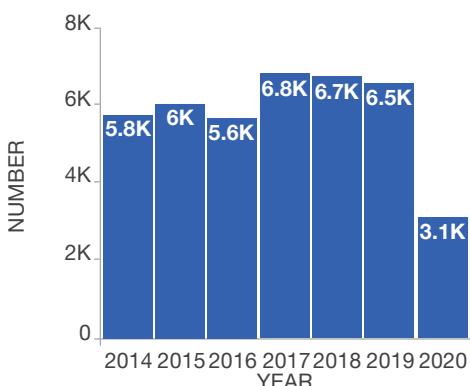
WHAT WE PLAN TO ACHIEVE

GOAL: LIVEABILITY

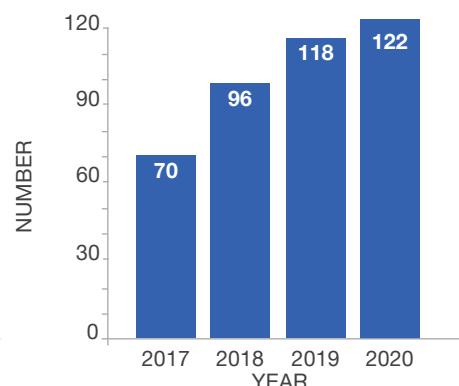
Improve our community's quality of life

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

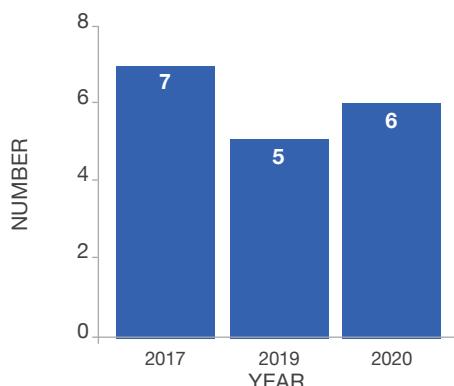
Number of people participating in Active April



Number of local organisations which are members of CoRE (Communities of Respect and Equality)



Number of local schools and workplaces registered for the Achievement Program and working towards benchmarks for improved mental health



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Strengthen our city by making Ballarat a people and all-age friendly city via improved access, participation, inclusion and respect-based projects and programs	Improved access, participation, inclusion and respect-based projects and programs conducted	In progress 	Council's Disability Advisory Committee met on 26 June and discussed progress made on the following projects: the North Gardens adult changing places accessible toilets, Ballarat Specialist School car parking, hospital precinct and Armstrong Street South accessibility, MARS Stadium, the Pedal Power Program and the new MR Power Park inclusive play space in Sebastopol.
Increase community participation through the Social Infrastructure Program implementation, including Miners Rest Community and Sports Facility projects	Miners Rest Community and Sports Facility project complete	In progress 	Planning work is progressing on the Miners Rest Community and Sports Facility.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a district level park and inclusive play space at MR Power Park in Sebastopol	A district level park and inclusive play space at MR Power Park in Sebastopol complete	In progress 	Works on the MR Power Park play space have progressed well. The space's key elements have been established. It is anticipated, subject to weather conditions, the play space will be completed by the end of August.
Use community partnerships to create healthy and safe community places, and open passive recreation spaces, including a Wendouree Recreation Reserve Health and Wellbeing Precinct	A Wendouree Recreation Reserve Health and Wellbeing Precinct complete	In progress 	A funding agreement with the Victorian Government for the \$7 million Wendouree Recreation Reserve election commitment was signed in June. The Strengthening Wendouree Project Community Reference Group met on 30 June and adopted a formal Terms of Reference and a two year timeline schedule for project delivery.
Develop our senior residents' social capacity by working with internal and external partners to ensure infrastructure accessibility at all places and spaces	Infrastructure accessibility at all places and spaces	In progress 	Progress remains static due to COVID-19's impact.
Develop a learning city by delivering targeted programs and projects, including Intercultural Cities Program participation	Direct participation in the Intercultural Cities Program through learning programs and targeted projects	Complete 	Council has been a member of the Intercultural Cities Program since 2016. During this time we have developed an Intercultural Strategy and developed an Australasian Intercultural Cities chapter in partnership with the Council of Europe. All of our programs and projects align with our strategy's intercultural principles.
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	<ul style="list-style-type: none"> New youth-led social enterprise initiative 'Friends of Percy' established to raise ongoing funds for bushfire relief efforts One market stall held in February Young Creatives in Business program in partnership with Council's Skill Up launched on 5 March First workshop delivered by Craft Victoria on 5 March on taking professional images of artwork with a phone and free apps, 15 youth participants.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop a learning city by delivering targeted programs and projects, including Youth Entrepreneur programs	Youth Entrepreneur programs developed and delivered	In progress 	<p>Delivered two 'Young Creatives in Business Program' online workshops in partnership with Skill Up! Crowdfunding with Pozible with 13 participants.</p> <p>Money Matters on Business Set Up Basics with 11 participants.</p> <p>Delivery of Fully Sick Online Music and Art Festival providing online performance and workshop facilitation opportunities to the arts industry impacted by COVID-19. Streaming 13 live music events, featuring 16 individual musicians; 18 youth facilitated online workshops were also delivered.</p> <p>Pathways developed for 17 new youth facilitators to support peer to peer program delivery.</p> <p>The second 'SONIKA Records' program launched with 14 bands/acts and 23 young musicians registered to participate in music sector training, development and promotions to kickstart their careers as freelance musicians and bands.</p>
Create a new Municipal Health and Wellbeing Plan and implement key actions, including developing a regional health charter in partnership with other local LGAs	Regional health charter developed	In progress 	Working collaboratively with CHPCP and other local agencies on a regional Healthy Eating Charter, which supports local health and wellbeing organisations to implement the Healthy Choices guidelines in their organisations to support staff and community.
Create a new Municipal Health and Wellbeing Plan and implement key actions, including implementing a Council Food Policy	Food Policy implemented	In progress 	Continue to support the Compost Revolution program which makes composting products available to the community at reduced price to help reduce organic waste entering landfill. Support local agencies with collection and delivery of emergency food relief during COVID-19 restrictions and support development of an emergency food relief pantry for tertiary students.
Increase participation across all genders and sporting codes by continuing investment in the city's recreational assets such as the Wendouree West Recreation Reserve Master Plan, including Forest Rangers Soccer Club soccer pitch and lighting upgrade	Wendouree West Recreation Reserve Master Plan, including Forest Rangers Soccer Club soccer pitch and lighting upgrade project, complete	In progress 	Council executed a funding agreement with the Victorian Government for \$7 million in June. The first stage of works will be the construction of three new Wendouree West Reserve soccer pitches and lighting. The funding agreement also stipulates the following project elements: a new sports and community pavilion, men's shed and re-crunked youth shed, street zone soccer and BMX facilities.
Plan for future growth including: delivering sport and active living outcomes in Ballarat West	Delivering a sport and active living plan for Ballarat's growth in the West	In progress 	Council executed a funding agreement with the Victorian Government of \$3.7 million in June to support major Alfredton Recreation Reserve redevelopments. Council will also invest \$1 million in this redevelopment project. In accordance with the funding agreement construction contracts for the pavilion upgrade and the new cricket nets will need to be awarded by 31 March. The sports that will benefit from this project include football, netball, lawn bowls and cricket.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Plan for future Ballarat West growth including delivering sport and active living outcomes	Delivering a sport and active living plan for Ballarat West growth	In progress 	Council executed a funding agreement with the Victorian Government of \$3.7 million in June to support major Alfredton Recreation Reserve redevelopments. Council will also invest \$1 million in this redevelopment project. In accordance with the funding agreement construction contracts for the pavilion upgrade and the new cricket nets will need to be awarded by 31 March. The sports that will benefit from this project include football, netball, lawn bowls and cricket.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	In planning 	Detailed plans have been developed for a Ballarat Regional Tennis Facility upgrade. During June, a funding application was lodged through the SRV COVID-19 stimulus program for \$1.6 million. If successful, the first two stages of the facility upgrade will begin including hot shot courts and new LED lighting.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	Through a collaboration with Ballarat's cycling clubs and Cycling Victoria, Council has been working with Latrobe University in designing a purpose built criterium track and road safety education facility. Initially Victoria Park was identified as the preferred location, but more recent consideration has been to locate it within Sebastopol's Marty Busch Reserve. Designs will soon be considered further by all stakeholders.
Provide positive leadership to promote Ballarat as a Child Friendly City, with a commitment to seek childrens' input in the decisions that will impact them as future citizens	Opportunities created for children to participate in decision-making	In progress 	Children will be involved with strategic planning consultations in the final quarter of this year.
Provide positive leadership to promote Ballarat as a Child Friendly City, and provide high quality information to assist families to access local community services and support	Information provided to assist families to access local community services and support	In progress 	The Parent Place Facebook page offers a 'one stop shop' to support families with parenting advice and information including kindergarten, playgroups, lactation consultant services, family law advice, family violence support, parenting education and relevant local services.
Follow a primary prevention approach to prevent violence against women and children as outlined in the Communities of Respect and Equality 2016–2020 plan, of which Council is a signatory	Primary prevention approach to prevent violence against women and children followed	In progress 	Continued focus on achieving the goals of the Gender Equity Plan.

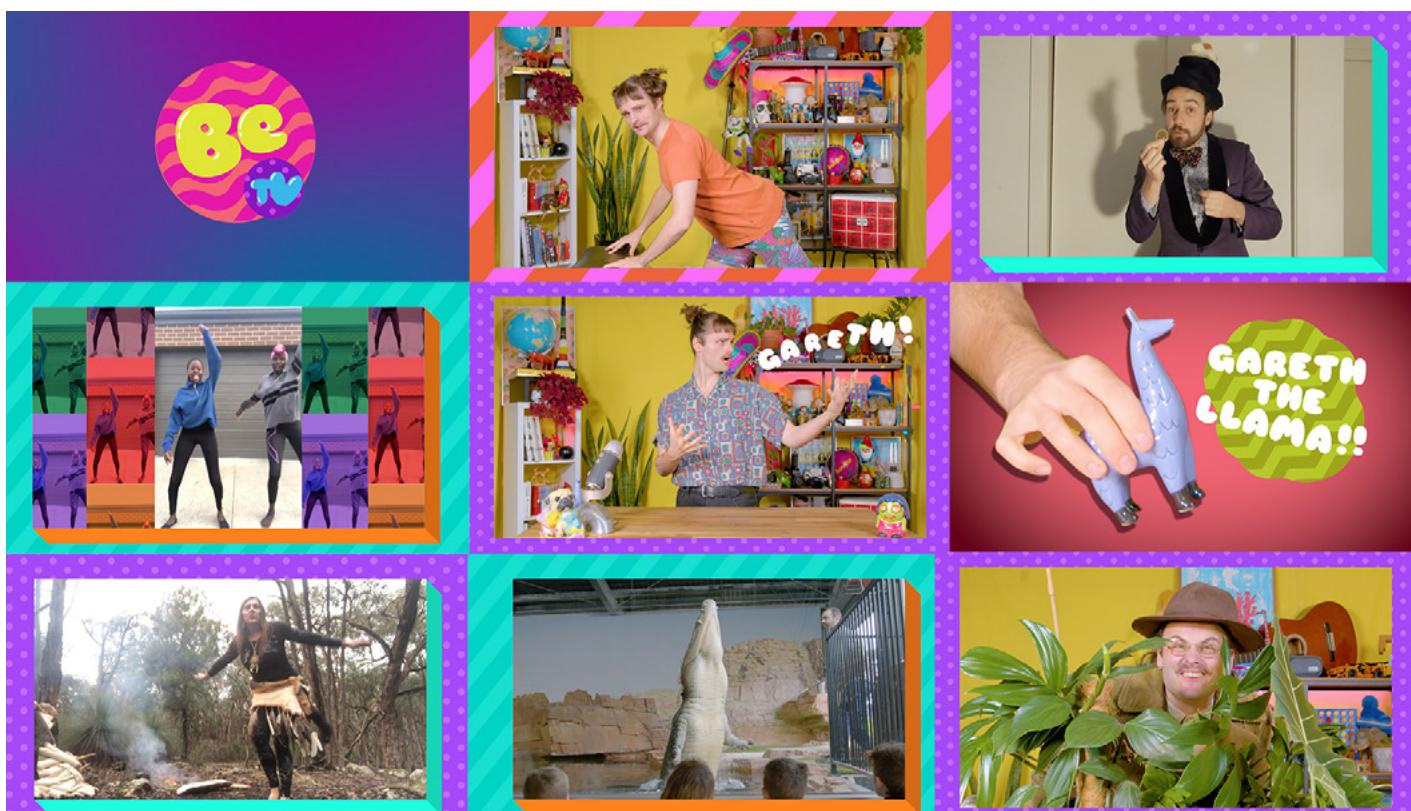


What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youths' capacity through a Positive Youth Development model by providing effective learning and development approaches to achieve successful outcomes for young people	Learning and development programs delivered	In progress 	<p>Continuation of programs and engagement via online platforms during COVID-19 restrictions including:</p> <ul style="list-style-type: none"> • Engagement of 50 youth volunteers, twice weekly • Youth Facilitator Program personal development and training sessions • Girl Space and Young Men's programs • 10 workshops have been entirely youth led with unique engagement of 82 youth • Youth Council training opportunities of Aboriginal Cultural Awareness Training and Cultural Awareness Training • Delivery of 3 x 'Crazy Ideas College' workshops to Youth Council to support planning of Community Impact Projects. • Participation of Youth Council in Youth Consultative meetings on Emergency recovery responses from COVID-19 and Active Women's and Girls Strategy actions post COVID-19 • SONIKA volunteers participated in training and development around online events • SONIKA volunteers led the delivery of Fully Sick online festival • Youth-led online Youth Awards launch which had a reach of 8,600 and 2,804 views.
Develop youth capacity through a positive youth development model by providing leadership and decision making practices	Young people involved in leadership and decision making practices	In progress 	Various youth committees and programs involve the leadership of young people who are active in decision making in program and event planning and delivery.
Develop the capacity of our youth through a Positive Youth Development model by providing volunteering opportunities to engage young people to learn and contribute to our community	Youth volunteering opportunities provided	In progress 	<p>Ongoing delivery of volunteer programs, Youth Council and FReeZA Program, where young people are at the centre of decision making and planning of their initiatives:</p> <ul style="list-style-type: none"> • Youth Council volunteers engage in weekly online meetings and volunteer additional time outside of meetings to plan for their community impact projects including online Art Exhibition on Gender Inequality, Podcast on Discrimination and online Q & A with Environmental experts • 50 Fully Sick at home packs planned and organised by SONIKA volunteers • Youth Council planning 2020 Youth Awards as part of their Youth Ambassador Role, promoting nominations and seeking engagement with launch and ceremony • SONIKA volunteers continue meeting weekly, online, with volunteers actively involved in seven initiatives. • SONIKA's Fully Sick Festival has provided 25 online events where volunteers have attended and assisted virtually as volunteers in a variety of capacities.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Develop our youths' capacity through a Positive Youth Development model by providing partnerships and social networks that connect youth to community planning, programs and initiatives	Involvement of young people in planning, programs and initiatives	In progress 	<ul style="list-style-type: none"> Delivery of Girl Space and Young Men's Group in virtual space fortnightly Young Creatives in Business program in partnership with CoB Skill Up and Regional Arts Victoria delivering monthly online workshops for young creatives 'Keeping Youth in the Loop' online platform and cross agency network established in response to COVID-19 Fully Sick has provided opportunities for SONIKA to form partnerships with UMM Facilitators programs, Youth Council, COB Events team and community arts and cultural team with sharing of collateral across multiple events. Two IDAHOBIT events were delivered online in collaboration with Headspace Ballarat and City of Ballarat Libraries.
Develop our youths' capacity through a Positive Youth Development model by providing ethical promotion of youth through positive images, role models and stories about young people to the community	Promotional activities of youth conducted	In progress 	Positive promotion and coverage of youth led initiatives, programs and events in local media and other online platforms including the Ballarat Times, ABC Ballarat, The Courier, BeTV, Once Upon a Lockdown podcast series, Creative Ballarat website, live streams, FReeZA statewide network summit, YACVic, Keeping Youth in the Loop linktr.ee page and various artworks.
An increase in consultation with children	Attendance by children in consultation events or programs	Complete 	Children were consulted about why adults should listen to children and this was included in the BeTV YouTube series.



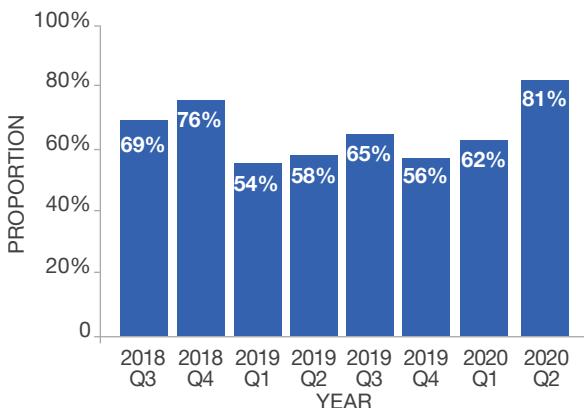
WHAT WE PLAN TO ACHIEVE

GOAL: PROSPERITY

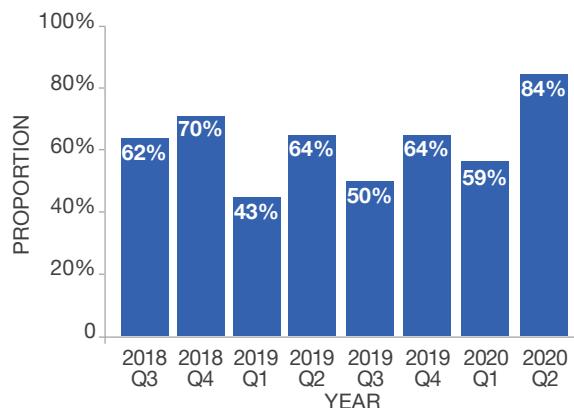
Advance our economic position as the capital of Western Victoria

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

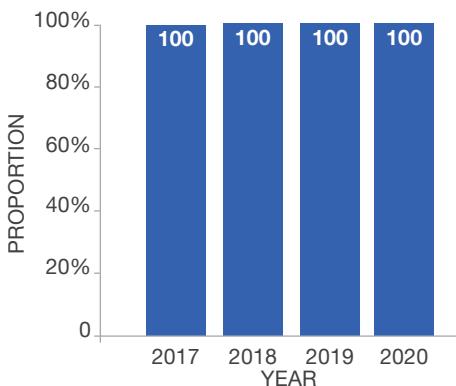
Percentage of planning permit applications decided within 60 calendar days.



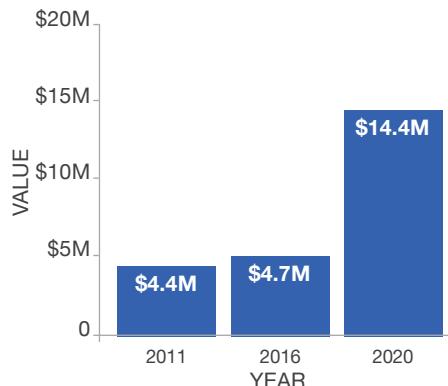
Percentage of Vicsmart planning permit applications decided within 10 business days.



Percentage of programmed major and community events delivered



The Gross Regional Product is the market value of all goods and services produced in a region



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Implement the Ballarat Economic Program to facilitate investment and Ballarat jobs	Ballarat Economic Program implemented	Complete 	Four year program. Highlights include the Ballarat West Employment Zone, Gov Hub, the Creative Cities Strategy and strong growth across employment and economic sectors.
Generate CBD jobs by developing and implementing a Bakery Hill Master Plan and renewing key sites	Council adoption of Bakery Hill Master Plan and progress towards renewing key sites	Complete 	The Bakery Hill and Bridge Mall Master Plan has been adopted by Council, and significant planning progress for key site renewal is underway. A business case is underway and staff secured to facilitate the redevelopment.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	In progress 	Background work, site analysis and the first consultation stage has been completed. Further work is being undertaken on the city-wide residential neighbourhood character and environmental controls through the Living Corridors Action Plan and then the draft Township Plan will be prepared.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	In progress 	Warrenheip Township Plan is being considered through the Growth Areas Investigation Report and Compact City Housing Plan currently underway.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In progress 	Funding confirmed. Request for proposal currently out to market.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	Avenues for funding continuing to be explored.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	At the 1 April Ordinary Council Meeting, Council resolved to delay progressing a market based EOI process for an energy recovery facility in Ballarat until after the Victorian Government has developed its waste to energy framework. This framework is expected to be released by the end of 2020, for implementation in 2021.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	Council was recently successful in a \$5 million grant application. Currently working on a program management plan and design.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	Renewal planning is well progressed with two rounds of community consultation completed, background research completed and targeted stakeholder engagement underway. A future directions paper for future land use options for the saleyards site and renewal of the broader precinct is in preparation.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Works have commenced on the Ballarat Botanical Gardens Fernery Stage 1 project, all contractors engaged in the construction are local businesses employing local trades people. Foundations have been poured with the main structure being assembled off site to be installed in the coming weeks after which carpentry will commence.
Advance major projects, including Victoria Park Master Plan	Victoria Park Master Plan initiatives progressively implemented	In planning 	Early stages of stakeholder consultation and design considerations are being undertaken for the establishment of new soccer and cricket facilities within Victoria Park. Works are programmed to commence in 2021.
Develop Ballarat as a leader in adaptive business capability, innovative manufacturing, arts and tourism	Council is represented on a number of industry stakeholder groups and Economic Development Regional Groups	In progress 	Strategic Partnership in place with Commerce Ballarat, Bridge Mall Business Association, Ballarat Agricultural and Pastoral Society and Sovereign Hill. Board representation on Ballarat Business Centre, Ballarat Group Practice, Ballarat Tech School, Victorian Goldfields Tourism executive and the Great Southern Touring Route.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	Council continues to progress the Digital Services Strategy. The City of Ballarat Data Exchange has been launched, providing access to Open Data such as data from Internet of Things sensors, and Smarter Parking plan data.
Meeting timelines, budget and quality measures	Satisfy Local Government Act 1989 requirements in regards to budget adoption, council plan and annual statement	In progress 	As per the <i>Local Government Act</i> , Council is meeting timelines in regards to budget adoption, Council Plan and the annual statement.



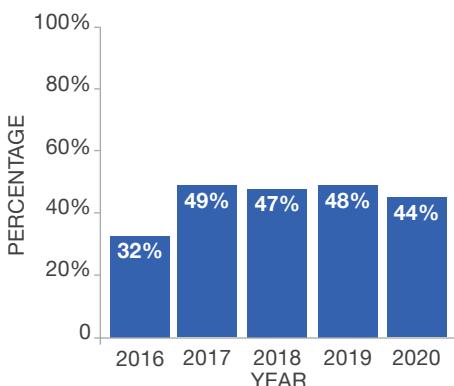
WHAT WE PLAN TO ACHIEVE

GOAL: SUSTAINABILITY

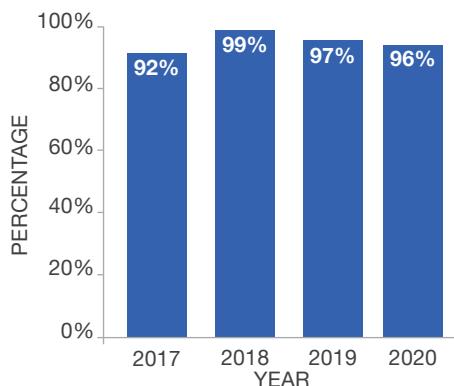
Protect, maintain and enhance our built and natural assets

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.

Diversion rate of household kerbside waste from landfill



Percentage of annual Infrastructure and Environment Capital Delivery Program completed



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Complete and deliver the Ballarat Integrated Transport Action Plan	Ballarat Integrated Transport Action Plan delivered	In progress 	Ballarat Integrated Transport Plan released for community feedback until July. Feedback received will be considered before a final version is considered by Council later this year.
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	Planning for the Ballarat Link Road has progressed with current information collated in preparation for a quote request for project management services.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Numerous flood protection projects are at various stages of development, including the Charlesworth Street dam wall construction, Gong dam wall construction, Mair Street major stormwater mitigation pipe and the Miners Rest flood mitigation plan.
Deliver Ballarat Strategy headline actions including Waste to Energy project	Waste to Energy project delivered	In planning 	At the 1 April Ordinary Council Meeting, Council resolved to delay progressing a market based EOI process for an energy recovery facility in Ballarat until after the Victorian Government has developed its waste to energy framework. This framework is expected to be released by the end of 2020 and take effect from 2021.
Deliver Ballarat Strategy headline actions including a Ballarat Integrated Water Management Plan	Ballarat Integrated Water Management Plan delivered	Not Started	No headline alternative water schemes have progressed.
Deliver headline actions Ballarat Strategy including the beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	In 2019/20 Council replanted more than 30 annual display garden beds in the Ballarat Botanical Gardens, as well as the Victoria Street, Albert Street, Sebastopol and Sturt Street boulevard entrances. Upgrade works were undertaken on the gardens, fences and stone edging in the Lydiard to Grenville block. The Victoria Street irrigation renewal program and central median landscaping program was continued. Irrigation improvements were carried out on the Sturt Street medians. A design was commissioned to extend median irrigation from Pleasant Street to the Arch of Victory. Landscapes were upgraded on several roundabouts across the city. Avenue tree plantings were continued into main entrances. An established palm tree was replaced in the Civic Hall gardens.
Deliver a sustainable approach to environmental management by working with community stakeholders: Central Victorian Greenhouse Alliance Action Group	Central Victorian Greenhouse Alliance Action Group partnership established	In progress 	In 2019/20 Council continued a working relationship with major community groups. Council also worked with CVGA flagships include progression of local government renewable energy power purchasing opportunities, and planning for statewide electric vehicle charging network.
Deliver a sustainable approach to environmental management by working with community stakeholders: catchment management and landcare groups	Catchment management and landcare groups partnerships established	In progress 	Finalising the draft Yarrowee Master Plan now out for public comment as a result of a Council resolution.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	The City of Ballarat worked with RSAB flagships include progression of Local Government renewable energy power purchasing opportunities, and planning for statewide electric vehicle charging network.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Continued progress towards the 40 per cent tree canopy cover for Ballarat using the Cool It Report completed for Ballarat
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	In the current climate with the additional pressures of COVID-19, organisational change and limited opportunities for Victorian Government funding, this has not progressed during the 2019/20 financial year. This remains a priority as we explore opportunities to progress a regional state-of-the-art animal shelter servicing Ballarat and the region.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	Council has applied for two Australian Government funding sources from the COVID-19 economic stimulus package. From the Local Roads and Community Infrastructure Program, Council has received \$1.53 million towards the rehabilitation of Armstrong Street South, Ballarat central between Dana Street and Eyre Street and Langstaff Drive, Wendouree. A further application to the Land Transport Infrastructure Projects fund is pending. Ongoing funding has been provided from the Victorian Government's Black Spot Program and Roads to Recovery program. Council is also currently completing projects from the Victorian Government's Country Road Funding Program from the 2019/20 financial year, including Gillies Road, Bald Hills and Ring Road/McKenzie Drive rehabilitation projects.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Draft Yarrowee Master plan developed and will contain projects to enhance the waterway.



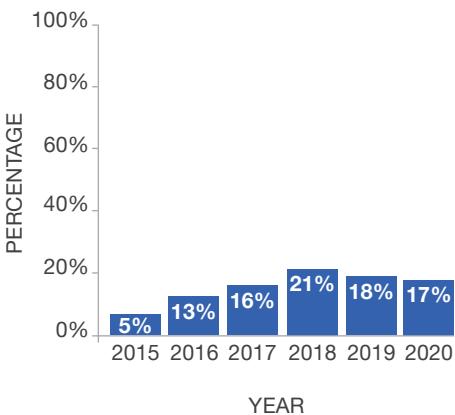
WHAT WE PLAN TO ACHIEVE

GOAL: ACCOUNTABILITY

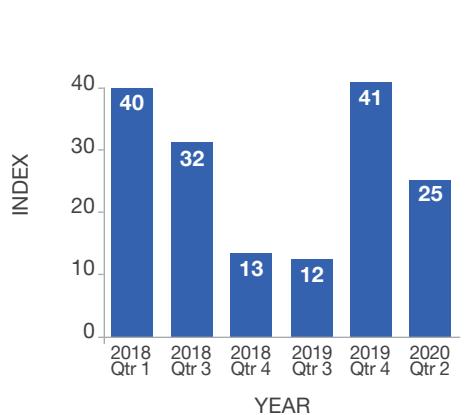
Provide strong and decisive leadership, and transparent governance

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.

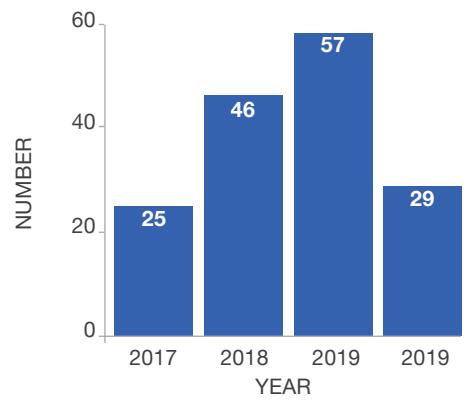
Percentage of Council decisions made in camera



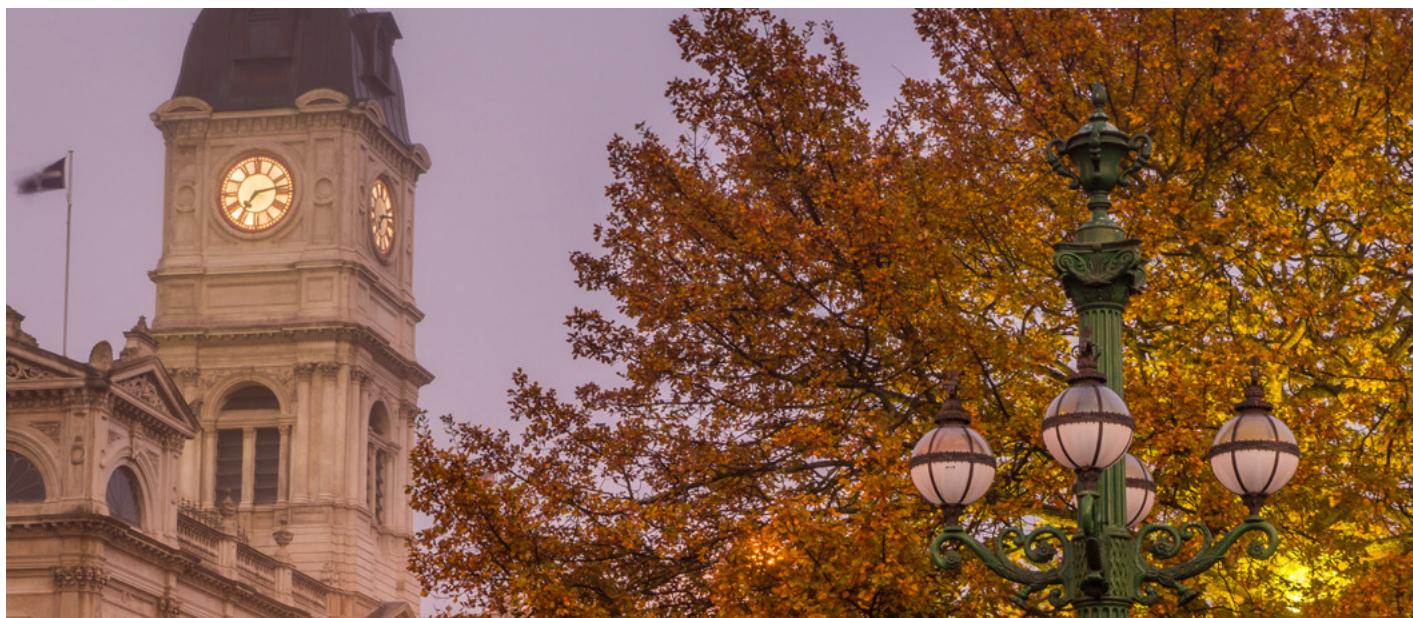
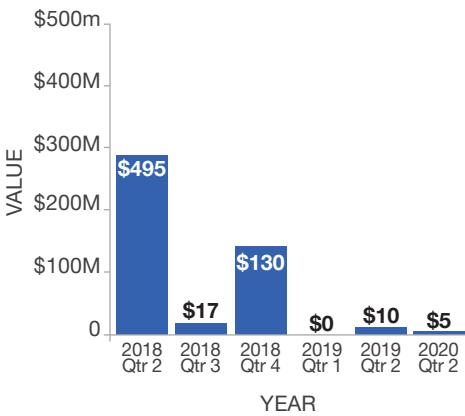
Grant applications



Lobbying activities conducted



Project or changes successfully lobbied for amount of funding achieved/committed from Government



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advocate for Ballarat's priorities and enhance the city's reputation as the Western Victoria capital.	Advocacy for Ballarat's priorities undertaken	In progress 	The focus has been on seeking Victorian and Australian government investment in crucial infrastructure projects to help stimulate Ballarat and the region's economies to aid recovery from the COVID-19 pandemic. The combined value of projects under discussion is in excess of \$580 million and they are expected to create 3,000 jobs during construction and 11,000 ongoing jobs. The major projects proposed to both tiers of government include the All Waste Interchange and Materials Recovery Facility, Bakery Hill and Bridge Mall Urban Renewal Precinct, Ballarat Airport Stage 2, CBD renewal projects, Ballarat Link Road Stage 2 and the Ballarat Sports and Events Centre Precinct. Council also worked in partnership with key stakeholders to facilitate other projects including Sovereign Hill infrastructure upgrades, Ballarat as a University Town with Federation University, Melbourne to Ballarat rail service improvements and progressing the BWEZ intermodal freight hub.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	The following engagement initiatives were delivered during the quarter: COVID-19 Emergency Food Relief Program, Strengthening Wendouree Community Recreation Precinct, Mount Pleasant Recreation Reserve, Ballarat East Community Dog Park, Wendouree Community Dog Park, Pioneer Park, Woolway Court, Royal Park, Sebastopol Men's Shed, Vickers Street Community Precinct.
Reduce unnecessary regulations and advocate for the removal of regulatory burdens from other tiers of government	Advocacy for the removal of regulatory burdens from other tiers of government undertaken	In progress 	Focus continues to be around recycling and the circular economy. Council has previously approached Victorian Government agencies seeking the Circular Economy Policy's release but this has still been delayed. This delay slows down Council's ability to make decisions in regard to recycling, new energy and waste to energy.
Implement the Digital Strategy, better use innovative online engagement tools and make our information and data accessible to our community and stakeholders	Digital Strategy implemented	In progress 	The Digital Services Strategy continues to progress. The City of Ballarat Data Exchange is now available at data.ballarat.vic.gov.au . This platform provides access to open data provided by Council.
Investigate and deliver shared local government services within the region	Shared local government services delivered	In progress 	The Central Highlands Councils Victoria Shared Services program continues to progress.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Continuous improvement is occurring across the organisation, with a focus on improving the digital experience when transacting with Council on our website.
Reduction in administrative, compliance and delay costs greater than the Victorian average (Source: Department of Treasury and Finance, Red Tape Reduction Program)	Improve efficiency of process and practices per department	In progress 	Continuous Improvement in optimising business process continues.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Key projects are being delivered. The direction is set from ELT level, and the strong focus is on relationship-building, information sharing and working with key stakeholders.



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