



CITY OF BALLARAT
COUNCIL PLAN
Progress Report, Quarter 1 2020-21





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.

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 	The Changing Places accessible public toilet at the North Gardens was completed. The new permanent addition to the Lake Wendouree precinct replaces the Marveloo, which is now at Mars Stadium, and provides year round facilities for visitors. The \$250,000 investment was delivered as part of Council's Community Infrastructure Plan.
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 	Land has been acquired for a future Miners Rest sports and community 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	Complete 	Works have been completed on the MR Power Park play space.
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 	Planning completed, programs rolled out
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.
Develop a learning city by delivering targeted programs and projects including a Library Community Hub of the Future in the Ballarat CBD	Development of a Library Community Hub of the Future in the Ballarat CBD complete	In progress 	Sydney Studio Hollenstein has been employed to design a "library of the future," worth \$2.4 million, which will be constructed by local contractors. Set to be completed by the beginning of 2022, an improved entrance, public access to the building's first floor and a new children's section are all part of the works, funded by two tiers of government. The City of Ballarat is injecting \$1.9 million while the State's Living Libraries Infrastructure Program is putting in \$500,000.

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 	Delivery of youth facilitated workshops virtually as part of online music and arts festivals, Fully Sick and Lock Down 2.0. Facilitated workshops in areas of music and creatives which reached over 500 people. New weekly initiative, Lockdown Lab, was launched using Bandlab, a social music platform that allows creators to make and share music. As part of the Young Creatives in Business series, freelance artists and musicians were provided training workshops in PR and mental health during COVID-19 in partnership with The Push, Remote Control Records, Engage! Program and SONIKA FReeZA.
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 	Continue to work collaboratively with CHPCP and other local agencies on a regional Healthy Eating Charter, supporting local 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 	Applied for VicHealth funding to support young people to develop food production skills, composting and worm farming while forming social connections.
Increase participation across all genders and sporting codes by continuing investment in the Mars Stadium project	Mars Stadium project complete	In progress 	Future planning for Mars Stadium stage 2 is continuing in conjunction with the State Government. Discussions with AFL in regard to future fixturing priorities that are likely to maximise attendance and fan day experiences.



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 	Designs for three new soccer pitches, including drainage, irrigation and new natural grass surfaces, have been finalised and works have begun.
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 	Works on a new electronic scoreboard will begin shortly. The rebuilding of the Alfredton Village Green oval has begun and will include new drainage, irrigation and the construction of a full sand-based surface profile. The main pavilion's redevelopment is also progressing well and is in the detailed design and tender design stage. The redevelopments will also include new netball change rooms and a new set of cricket training nets.
Plan for sport participation over coming decades by reviewing the Ballarat Regional Tennis Strategy	Ballarat Regional Tennis Strategy reviewed	Complete 	The Ballarat Regional Tennis Strategy has been completed and Council is working closely with the Ballarat Regional Tennis Association to source funding for various facility upgrades including lighting, clubrooms and a hotshot facility.
Plan for sport participation over coming decades by reviewing the Ballarat Criterion Cycling Project	Ballarat Criterion Cycling Project reviewed	In planning 	A final report has been received from the criterium design working group and is currently being considered. This work will feed into the broader Marty Busch Reserve Master Plan that will inform final designs and cost plans for a purpose-built, criterium track at the reserve.
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 consultations that will help inform the Council Plan and other key planning documents.
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, activities, video content and local information including kindergarten, playgrounds, 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
<p>Develop youth capacity through a positive youth development model by providing leadership and decision making practices</p>	<p>Young people involved in leadership and decision making practices</p>	<p>In progress</p> 	<p>The Sebastopol Community Reference Group will have representation of two youth members as part of the group to assist and guide the selection, design and delivery of projects in the area. Youth volunteers from SONIKA and Youth Council took part in the Sovereign Hill Masterplan consultation.</p> <p>The Western Bulldogs Leadership Program was delivered online.</p> <p>Youth Council participated in youth consultative meetings with Councillors and Council business units to provide input into the City of Ballarat Health and Wellbeing Plan and the Ballarat Library redevelopment.</p> <p>Two young creators were contractors in the selection, engagement and artist liaison of the performing musician line-up as part of the Iso! Aid Festival.</p>
<p>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</p>	<p>Youth volunteering opportunities provided</p>	<p>In progress</p> 	<p>Ongoing delivery of volunteer programs, Youth Council and FReeZA programs where young people are at the centre of decision making and planning initiatives including the Fully Sick Online Music and Arts Festival and Lockdown 2.0, development of 50 Fully Sick at Home kits for youth who don't have access to the internet, promoting the Youth Awards nominations and supporting the planning and delivery of the first virtual Youth Awards ceremony, and planning a project to provide local musicians the opportunity to professional record their own song as part of Sonika Records.</p>
<p>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</p>	<p>Involvement of young people in planning, programs and initiatives</p>	<p>In progress</p> 	<p>The Youth Awards received 91 nominations across 10 categories. The awards were held virtually for the first time in its history and were viewed by over 1400 people. Various young music and arts creatives have been involved in sessions as part of Fully Sick and Lockdown 2.0 online undertaking live performances and workshops. Artwork created as part of #Drawingthegood arts initiative have featured on Ballarat Youth Services Instagram page.</p> <p>The artworks were developed as part of the initiative in response to COVID-19. As part of International Youth Day, Youth Services developed an online clip to showcase the voices of young people in the Ballarat community that reached over 9000 people on Facebook.</p> <p>Several Youth Services projects have been submitted for recognition awards in the Keep Victoria Beautiful City Award and the Victorian Regional Achievement and Community Awards.</p>

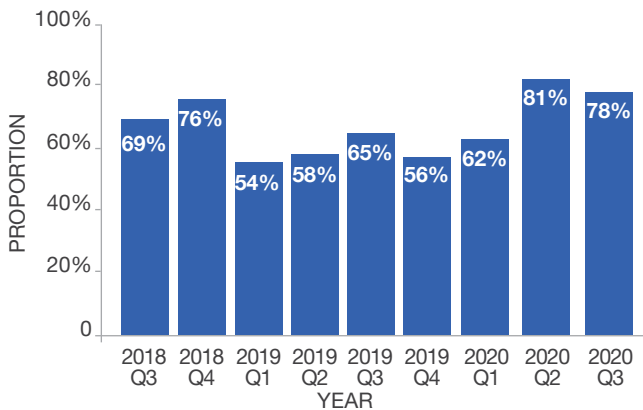
WHAT WE PLAN TO ACHIEVE

GOAL: PROSPERITY

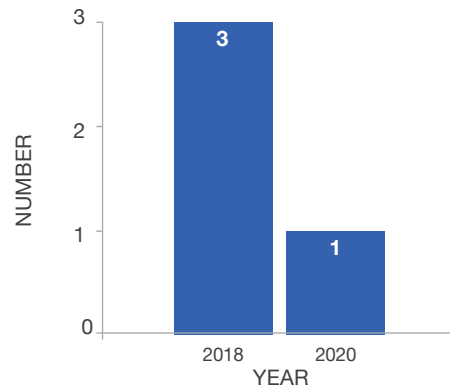
Advance our economic position as the capital of Western Victoria

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.

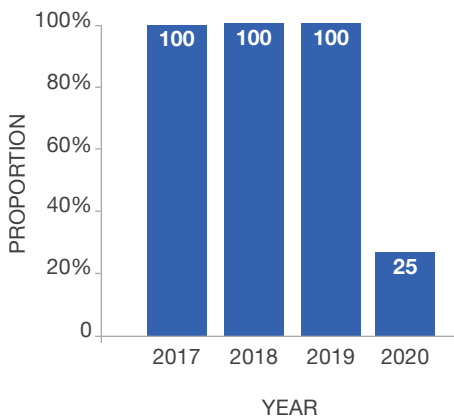
Percentage of planning permit applications decided within 60 calendar days.



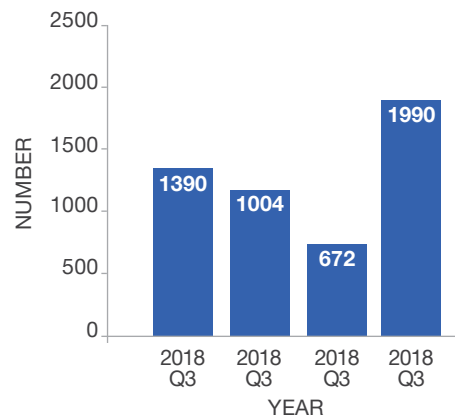
External Older Person Program providers partnered







Percentage of programmed major and community events delivered








Percentage of programmed major and community events delivered



What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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	In progress 	Bakery Hill Masterplan Stage 1 consultation is complete. Stage 2 consultation is currently underway, including release of Response to Feedback Report.
Generate CBD jobs by advocating for the Ballarat Station Precinct development and Lydiard Street bus interchange.	Advocacy undertaken for the Ballarat Station Precinct development and redevelopment of suburban bus interchange	Complete 	Construction underway for station precinct redevelopment. Planning well progressed for bus interchange within the station precinct. Council an active participant in redevelopment discussions, providing ongoing advocacy
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Buninyong complete	Complete 	Implementation of Buninyong Township Plan to be undertaken through city-wide housing strategy, heritage and character projects in alignment with State Government direction.
Complete Miners Rest, Buninyong and Warrenheip township plans	Township plan for Warrenheip complete	Complete 	Township plans for Warrenheip and Miners Rest completed.
Advance major projects including the Ballarat West Employment Zone future stages	Ballarat West Employment Zone future stages advanced	Complete 	BWEZ stage 1 and 1b are selling beyond expectation. Civil works continue on stage 1b and funding options are being investigated for stage 2.
Advance major projects, including Ballarat Freight Hub	Ballarat Freight Hub advanced	In planning 	Funding confirmed. Request for proposal currently out to market.
Advance major projects, including Ballarat Innovation Centre	Ballarat Innovation Centre advanced	In planning 	Funding avenues continue to be explored.
Advance major projects, including Waste to Energy Facility	Waste to Energy Facility advanced	In planning 	Awaiting the release of the State Government's Waste to Energy framework, which is expected by the end of 2020.
Advance major projects, including Ballarat Aviation Emergency Services Hub	Ballarat Aviation Emergency Services Hub advanced	In planning 	Work has begun on the master planning of the airport, including the runway extension and its interaction with the Ballarat West Employment Zone. An options paper will be presented to Council in early 2021 which will consider all opportunities for the airport including any potential to continue to pursue an Aviation Emergency Service Hub.
Advance major projects, including Latrobe Street renewal (current Ballarat Saleyards site)	Latrobe Street renewal (current Ballarat Saleyards site) advanced	In progress 	Community consultation undertaken. Heritage overlay applied through the Ballarat Planning Scheme. Directions paper being prepared for next stage of consultation.
Advance major projects, including Ballarat Fernery redevelopment	Ballarat Fernery redevelopment advanced	In progress 	Progress continues with the construction of the Ballarat Fernery which remains on track for completion in early 2021.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Advance major projects, including Victoria Park Master Plan	Victoria Park Master Plan initiatives progressively implemented	In planning 	Works have begun on the construction of two new Victoria Park soccer pitches which also convert to a hard wicket cricket facility. A new community pavilion is also being designed and is currently in concept stage. A disc golf course is also being established in Victoria Park and construction will begin shortly.
Strengthen global partnerships and cultural relationships to create investment and job opportunities	Global partnerships in place	In progress 	Ongoing international engagement is occurring with regard to economic development and heritage via UNESCO and the Historic Urban Landscape
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 partnerships and funding agreements are in place with Commerce Ballarat, the Bridge Mall Business Association, Ballarat Agricultural and Pastoral Society, Sovereign Hill and Leadership Ballarat and Western Region. Economic Development representation on boards and committees include Commerce Ballarat, Bridge Mall Business Association, Ballarat Tech School, Ballarat Business Centre, Australian Industry Group - Ballarat and Wimmera Region, Victorian Goldfields Tourism Executive and the Great Southern Touring Route. Regular engagement also takes place with Committee for Ballarat, Ballarat Regional Tourism, Federation University, Regional Development Victoria, Ballarat Group Training and other Central Highlands Economic Development teams.
Develop Ballarat as a digital transformation and ICT leader	Progress of Digital Strategy	In progress 	Actionable data from IoT devices and Smarter Parking infrastructure continues to be added to the City of Ballarat Data Exchange.
Meeting timelines, budget and quality measures	Satisfy <i>Local Government Act 1989</i> requirements in regards to budget adoption, council plan and annual statement	In progress 	As per the <i>Local Government Act 1989</i> , the City of Ballarat 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.

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 	<p>The Ballarat Integrated Transport Action Plan was adopted by Council in August 2020. The plan outlines actions Council can take to improve its own transport systems including footpaths, bike paths and local roads. The plan also recommends advocacy actions to improve State Government managed transport systems including major roads, freeways and highways, bus services and train lines.</p> <p>It was also resolved to start scoping and seeking government and private sector partnerships to support pilot, temporary and trial projects, including new modes not used in Ballarat yet such as e-scooters, car and bike share arrangements, a wider rollout of new technologies such as hydrogen and electric fuel cell vehicles and reduced speed limits in high pedestrian locations.</p>
Complete the Ballarat Link Road to the Glenelg Highway	Ballarat Link Road to the Glenelg Highway delivered	In progress 	Lobbying for a staged Ballarat Link Road upgrade is continuing with reviews underway of the business case and costings.
Deliver enhanced flood protection for Ballarat	Flood protection for Ballarat enhanced	In progress 	Consultation and design work for flood mitigation projects is underway for The Gong dam wall reconstruction in Buninyong, Charlesworth Street dam wall construction in Ballarat East and the Mair Street super pipe. The Miners Rest flood mitigation project is also progressing with scoping and cost estimated due to be completed by the first quarter of 2021.
Deliver Ballarat Strategy headline actions including a Ballarat Integrated Water Management Plan	Ballarat Integrated Water Management Plan delivered	Complete 	Recommendations and waste strategy have now been adopted with the Clean Ballarat Committee working towards the objectives.
Deliver headline actions Ballarat Strategy including the beautification of entrances and boulevards	Beautification of entrances and boulevards complete	In progress 	Tree planting at various city entrances. Working with VicRoads on Mair and Sturt Street landscape outcomes. Installed new granitic sand in Sturt Street for Christmas decorations. New floral display near the Robert Burns statue. Stone works being restored in Sturt Street between Grenville and Lydiard streets.
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 	Planning for potential investment in efficient street lighting for western and northern Victoria. Renewal energy planning in progress and advocacy work for electric vehicles in Australia.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
Deliver a sustainable approach to environmental management by working with community stakeholders: catchment management and landcare groups	Catchment management and landcare groups partnerships established	Complete 	Completed the Yarrowee Master Plan project.
Deliver a sustainable approach to environmental management by working with community stakeholders: Clean Ballarat partnership established	Clean Ballarat partnership established	In progress 	Clean Ballarat Committee meets quarterly. Currently focusing on Waste to Energy and All Waste Interchange at BWEZ.
Deliver a sustainable approach to environmental management by working with community stakeholders: Regional Sustainability Alliance Ballarat	Regional Sustainability Alliance Ballarat partnership established	In progress 	In process of reviewing the Memorandum of Understanding. Key focus is stronger connections with key strategic planning issues in Ballarat to shape our future.
Develop and implement climate change adaptation initiatives with targets for emissions reductions	Climate change adaptation initiatives implemented	In progress 	Key focus is stronger connections with key strategic planning issues in Ballarat to shape our future thermal comfort and sustainable design assessments are in progress on 10 social infrastructure sites, and solar is continuing with four projects at design/business case or implementation phase.
Develop a state-of-the-art animal shelter for Ballarat and the region	State-of-the-art animal shelter developed	In progress 	A new animal shelter remains a priority and would offer opportunities to be a regional centre for animal services, offering surge capacity and support to neighbouring municipalities. Funding opportunities are currently being investigated.
Increase government funding for maintaining core assets such as roads, bridges and drainage	Government funding for maintaining core assets increased	In progress 	The City of Ballarat has obtained \$3.9 million in funding for community infrastructure projects including road construction. Ongoing support from the Black Spot Program, Roads to Recovery continues into the 2020-2021 financial year. The Franklin Bridge, Scothmans Lead project is soon be completed with 50 per cent funding (\$1.5 million) coming from the Federal Bridge Renewal Program.
Develop a waterway enhancement program in conjunction with catchment management and water authorities	Waterway enhancement program developed	In progress 	Working with Corangamite CMA to deliver the Water Watch Program to Ballarat schools and citizen science participants. Working with Federation University on a long-term study of Lake Wendouree's submerged aquatic vegetation. In discussion with DEWLP regarding the possible funding of Yarrowee Masterplan projects.
Advocate for sustainable transport improvements and investment, including rail and electric vehicles	Advocacy for sustainable transport improvements and investment	Complete 	\$9.3 million of funding sought and received from the Transport Accident Commission via VicRoads for investments in cycling and walking (active transport) infrastructure in Ballarat.








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.

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 City of Ballarat continues to advocate for any opportunities to enhance the city's reputation as the western Victorian capital. As we progress with priority projects over the new term, advocacy of these projects will be front of mind.
Provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city	Membership of peak bodies and organisations	In progress 	Continue to provide strong regional leadership and membership of peak bodies and organisations to maintain Ballarat's standing as a leading regional city.
Engage and communicate with our community and other stakeholders	Engagement activities conducted	In progress 	Limited by COVID-19 restrictions, all community engagement transitioned to online platforms. Engagement sessions included Spotlight on Sebastopol project, Strengthening Wendouree project, removal of Black Hill trees and working with the Committee for Ballarat North on plans to upgrade Midlands Reserve.
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 	Awaiting response regarding advocacy for removal of regulatory burdens from other tiers of government.
Continue to roll-out the Engaging Communities Program	Engaging Communities Program rolled out	In progress 	Through the Engaging Communities Program, the City of Ballarat has directly invested \$1.2 million into six local communities with an additional \$3 million leveraged through State and Federal Government grants. The program is continuing and is progressing in the communities of Mount Pleasant, Lucas and Wendouree.
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 and datasets continue to be added. This platform provides access to open Council data.
Review business operations to drive financial and service improvements	Financial and service improvements	In progress 	Continuous improvement continues across the organisation, with a focus on improving the customer's digital experience when transacting with City of Ballarat on our website. Of particular note is the recent creation of the online summer preparedness application permit, digitisation and improvement of the outdoor dining permit process, as well as proposed pet registration improvements. A webchat channel via the website is also being trialled.

What we have done

FOUR-YEAR PRIORITY	MEASURE	PROGRESS	COMMENTARY
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 across the organisation. Examples include recent Outdoor Dining Permit process improvements, the digital Emergency Summer Preparation Permit process and planning for an improved Pet Registration service. Additionally, the organisation has developed the capacity to process PCI compliant credit card payments over the phone and is trialling a webchat channel.
Opportunities for the public to engage with Council annually	Opportunities provided for people to engage with Council	Complete 	Community Inclusion continues to actively engage with the local community and to provide various options for the community to engage with City of Ballarat on a range of topics, ideas, activities and events.
Annual improvement of lobbying strategies for key projects	Lobbying strategy for key projects improved	In progress 	Lobbying for key projects continues.





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