

OFFICIAL

Council Meeting

Agenda

23 February 2022 at 6:30pm

**Council Chamber, Town Hall, Sturt Street,
Ballarat**





The City of Ballarat acknowledges the Traditional Custodians of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways. We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

This meeting is being broadcast live on the internet and the recording of this meeting will be published on council's website www.ballarat.vic.gov.au in the days following the meeting.

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

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

PUBLIC SUBMISSIONS

- Due to COVID-19, the following has been put in place.
- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- Members of the Public must be fully vaccinated to attend the meeting in person to make a submission on an agenda item.
- All attendees are encouraged to register their attendance by 4:30pm on the day of the meeting
- If you do wish to attend the meeting in person to make a submission, please contact governance@ballarat.vic.gov.au or call 5320 5875 to register
- Members of the public who wish to make a submission on an agenda item but who are unable to attend the meeting in person may make a submission in writing:
 - Submissions must be submitted in writing to governance@ballarat.vic.gov.au by no later than 4:30pm on the day of Council meeting; and
 - limited to no more than 200 words that will be read out by the Chief Executive Officer or nominated delegate at the meeting prior to the matter being considered by Council.

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The next Meeting of the Ballarat City Council will be held on Wednesday 23 March 2022.

1. OPENING DECLARATION

Councillors: *"We, the Councillors of the City of Ballarat, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance."*

Mayor: *"I respectfully acknowledge the Wadawurrung and Dja Dja Wurrung People, the traditional custodians of the land, and I would like to welcome members of the public in the gallery."*

2. APOLOGIES FOR ABSENCE

3. DISCLOSURE OF INTEREST

4. MATTERS ARISING FROM THE MINUTES

5. CONFIRMATION OF MINUTES

6. PUBLIC QUESTION TIME

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

QUESTION TIME

- Question time has been altered for the City of Ballarat's 23 February 2022 Council meeting due to the COVID-19.
- Members of the Public must be fully vaccinated to attend the meeting in person to ask a question.
- No person may submit more than two questions.
- Those members of the public who are unable to attend can still participate in question time by submitting their questions in writing:
 - Questions must be submitted via email to governance@ballarat.vic.gov.au by no later than 4:30pm on the day of the Council meeting; and
 - The questions must be in English, must be 75 words or less and not include a preamble, other additional material, or multiple parts.

7. CHIEF EXECUTIVE OFFICER REPORT

7.1. CHIEF EXECUTIVE OFFICER REPORT

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

PURPOSE

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

BACKGROUND

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

KEY MATTERS

3. Goldfields World Heritage Listing bid
An unprecedented partnership of Central Victorian councils led by Ballarat and Greater Bendigo has progressed its bid to share the extraordinary story of the goldfields internationally by striving for a World Heritage listing. The partnership of 13 councils and regional tourism body Victorian Goldfields Tourism Executive is aiming to raise the profile of the Central Victorian Goldfields and derive community benefits through social, cultural and economic opportunities. The partnership hopes the State Government can support this transformative initiative and is seeking \$500,000 to enable critical work to be commissioned over the next few months. Partners have already committed \$125,000.
4. Organisational restructure
The City of Ballarat's new organisational structure has now been formally adopted. The adoption follows a rigorous process that involved a whole of organisation consultation and submission process. The new structure will improve our business operations and service delivery to our community. It has been designed to create better collaboration between teams which frequently work together and aligns teams to the strategic objectives outlined in our new *Council Plan 2021-2025*. The primary purpose of this organisational realignment is to create an organisation that is better equipped to deliver on our Council's commitments and the community's expectations.
5. Buninyong Streetscape improvements
An election commitment made to the community of Buninyong to create a new refreshed, safer and activated main street has begun. The Warrenheip Street

upgrade includes new paving, street furniture, vines, trellis gardens and an updated bus stop.

The project will create additional parking for the busy strip and activate outdoor dining. As part of the project, overhead powerlines will be bundled to help the trees grow without excessive pruning.

Ballarat-based firm Enoch Civil Pty Ltd will be undertaking the project creating new local jobs.

One of the key objectives of the streetscape works is to reduce the steep crossfall of the roadway and nature strip to improve pedestrian access and safety.

6. Selkirk Stadium stage two works completed

The City of Ballarat has taken a big step forward in aiming to be Australia's regional centre for 3x3 basketball with the completion of stage works at Selkirk Stadium (formerly Ballarat Sports and Events Centre.)

Funded as part of the State Government's election commitment \$5.2 million sports development grant, the centre has seen three new 3x3 basketball courts, one mobile 3x3 court for events, a regional strength and conditioning centre and a learning centre and façade upgrade.

7. Increase in Road Nats economic and community benefits

The economic and community benefits from the 2022 Federation University Road National Championships are expected to slightly increase on previous years.

While official data on crowd numbers and economic impact are not expected for several weeks, there is expected to be an even further event reach than the 2.9 million people who came to see the cycling in person or who watched it on TV in 2021, especially with the Global Cycling Network broadcasting the event across the world, as well as SBS.

8. Western Bulldogs partnership

An estimated \$11 million in economic benefit has been contributed by visitors attending AFL games in Ballarat since 2017.

This return on investment comes despite the past two AFL seasons being interrupted by COVID-19 restrictions, which saw no matches being played in Ballarat in 2020 and only one in 2021 under capacity restrictions.

It was announced in November that the City of Ballarat, in conjunction with the State Government, would extend its partnership with the Western Bulldogs through to 2024. The new deal also includes an AFLW home and away match which will provide the opportunity for the Ballarat to experience elite women's football.

The three-year partnership contribution from the City of Ballarat totals \$1.375 million.

9. E-scooter trial launched

The City of Ballarat and leading e-scooter operator Neuron Mobility launched an e-scooter trial on Ballarat's streets.

The 12-month trial – a first for regional Victoria – started on 15 December and saw a 250-strong fleet of Neuron's purpose-built e-scooters deployed to cover a 25 square kilometre riding area including the Ballarat Central, Ballarat North, Lake Wendouree, Eureka, Golden Point and Redan areas. If the trial is considered successful, a competitive tender process will open for ongoing e-scooter and other micro-mobility opportunities for Ballarat moving forward.

10. Prevention of Violence and Gender Equality Leadership Statement and Gender Equality Action Plan 2021-2025 launched

The City of Ballarat has cemented its commitment to championing gender equality with the launch of its Prevention of Violence and Gender Equality Leadership Statement and supporting Gender Equality Action Plan 2021-2025.

It was launched as part of Respect Victoria's 16 Days of Activism Against Gender-Based Violence, which takes place each year from 25 November (International Day for the Elimination of Violence Against Women) until 10 December (International Human Rights Day).

OFFICER RECOMMENDATION

11. That Council:

11.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. QUARTERLY PERFORMANCE REPORT

Division: Corporate Services
Director: John Hausler
Author/Position: Jason Clissold, Executive Manager Financial Services

PURPOSE

1. To present the quarterly performance reports for the quarter ending 31 December 2021 and to seek endorsement of the 2021/22 Mid-Year Budget Review (MYBR).
2. The attached reports set out Council's quarterly performance for the period ending 31 December 2021, including:
 - a. Summary of Financial Results;
 - b. Financial Statements;
 - c. 2021/22 (MYBR);
 - d. Key Performance Indicators;
 - e. Local Spend Summary;
 - f. Investments Summary;
 - g. Progress in relation to the implementation of the Council Plan 2021/22 actions; and
 - h. Performance Statement indicators to 31 December 2021.

BACKGROUND

3. Pursuant to Section 97 of the *Local Government Act 2020*, as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.

KEY MATTERS

4. The statements in the Financial Management Report contain the following data sets in relation to Year to Date (YTD) and Annual performance:

Adopted Budget The budget that was adopted by Council and is published on Council's website.

Adjusted Budget The adopted budget adjusted for Council approved carryovers only.

Actual YTD Results to 31 December 2021

Forecast The adopted budget adjusted for:

- Council approved carryovers
- opening financial position following 30 June 2021 audit; and
- any management adjustments up to 14 January 2022.

Year to Date Performance – 6 Months to 31 December 2021

5. The summary page at the front of the Financial Report provides the reader with a snapshot of Council's performance to 31 December 2021.
6. The Income Statement provides a summary of the total income and total expenditure relating to the Council's annual operations.
7. The Income Statement shows a surplus of \$112.9 million for the 6 months to 31 December 2021, \$19.3 million favourable to the year to date (YTD) budget. The majority of this favourable variance is considered to be timing with the annual forecast surplus projected to increase by \$5.2 million, to \$85.4 million.
8. The Balance Sheet summarises the value of Assets (which Council owns) and our Liabilities (what Council owes) and the difference between assets and liabilities (Net Assets or Equity) reflects Council's net worth. Council's net worth at the 31 December 2021 is \$2.18 billion.
9. The Cashflow Statement reflects actual results as at 31 December 2021. Council's Cash and Cash Equivalents were \$140.3 million, \$96 million favourable to YTD budget. The large variation from budget is primarily due to:
 - a. a larger than anticipated amount of cash at the start of the year \$143.6 million compared to the budgeted amount of \$100.2 million; and
 - b. Cash outflows from investing activities (Capital Works) down YTD by \$39.4 million.
10. The Statement of Capital works is Council's approved Capital works program by the required Asset Categories. As at 31 December 2021 Council had spent \$26.5 million compared to the YTD budget of \$68.6 million. This reflects a slower than normal start to our program for the year. The annual forecast shows a projected reduction of \$26 million in the 2021/22 capital program, which almost solely relates to the need to defer projects to 2022/23 financial year budget (refer below).

Forecast (Mid Year Budget Review - MYBR)

Income Statement

11. As summarised in the attached report, the annual forecast operating surplus has increased by \$5.2m to \$85.4 million. Of this, \$3.283 million is expected to have a permanent positive impact on Council's cash position.
12. It is estimated that the net impact of COVID restrictions on Council's operating surplus will be a cost of \$1.5 million. The Ballarat Aquatic and Leisure Centre is the main activity impacted with \$1.2 million reduction in the net result attributed to COVID restrictions (\$2 million lost revenue offset by \$800k of cost savings).

Human Resource Requirements – Full Time Equivalents

13. The currently outlined Human Resource requirements in Council's adopted 2021/22 Budget reflect that the City of Ballarat was budgeted to have 761.35 employees (excluding casual staff) as at the end of the financial year. A number of changes are now expected to occur to that estimate. They include the following adjustments:
 - a. An additional 5.13 employees to provide children's services at our facilities. The number of current and future enrolments for the 2022 calendar year indicate that

Council will need an additional 5.13 employees to ensure we are providing compliant services in line with necessary child / teacher ratios.

- b. An additional 4 employees to deliver key strategic planning projects that are outlined in Council's adopted plan. The level and complexity of work required to be delivered in 2021/22 and 2022/23 is greater than the capacity of the level of employees originally incorporated in the budget and as such will require an additional 4 employees in 2021/22. These employees have only been appointed temporarily for 18 months on the basis that this work is project based to deliver specific outcomes. Further consideration will be given in the 2022/23 Budget regarding the most appropriate level of employees required for delivering the critical strategic planning projects of the organisation.
- c. An additional 7.14 employees who previously were casual employees and, under Council's enterprise bargaining provisions, were eligible to apply to become a permanent employee, based on the time and continual basis they have been working for the City of Ballarat. There will be savings in staff casual expenditure budgets that will offset these now permanent employees.
- d. An additional 7 employees resulting from additional funding, such as School Readiness Fund, Empowering Communities, Youth Development and Building Block Planning. These roles are 100% funded and only temporary to achieve the funding requirements.
- e. An additional 0.78 FTE to reinstate three positions to Full Time. These roles were historically Full Time prior to previous incumbents negotiating family friendly provisions, etc.

This increases the overall projected number of employees in the City of Ballarat from 761.35 to 785.40 in 2021/22 (excluding casual staff).

The additional costs associated with these additional employees have been incorporated into the MYBR and will be covered through either additional revenue received from providing more services than budgeted or from savings that exist in employee costs budgets for the 2022/23 financial year. Any permanent changes will also be incorporated in the draft 2022/23 Budget that is presented to Council for their consideration.

Ballarat West Employment Zone – Outstanding Invoice

- 14. It should be noted that the forecast operating result includes a \$1 million payment to the Department of Jobs, Precincts and Regions. This payment relates to the balance of Council's commitment to the Ballarat West Employment Zone, within the Memorandum of Understanding signed in 2015.
 - a. This payment was originally due in August 2018.
 - b. Officers have reviewed all transactions to confirm that it has only made payment of \$4 million to date, compared to the \$5 million commitment.
 - c. Officers involved in the project have confirmed there is no reason for this amount not to have been paid.

Officers have considered the controls currently in place to ensure valid invoices received in the future are not removed from the financial system.

Statement of Capital Works

15. As summarised in the attached report, the annual forecast capital expenditure has been reduced by \$26 million. The vast majority of this reduction relates to the timing of projects, in that they will not be completed by 30 June 2022 and will need to be requested for carryover into the 2022/23 budget. Hence, no impact on Council's 10 Year Financial Plan.
16. Outside of the proposed timing changes, there are a number of permanent savings which reduce the size of the 2021/22 Capital Budget. These savings of \$2.055m are proposed to be in the first instance applied to offset a number of unbudgeted increases in costs of capital works projects.
17. The Capital Project Report provides financial detail of the capital works program, per project.

Cash Flow Statement

18. The cash balance at 30 June 2022 is forecast to be \$91 million. The large variation from budget is primarily due to:
 - a. a larger than anticipated amount of cash at the start of the year \$143.6 million compared to the budgeted amount of \$100.2 million;
 - b. the forecast net reduction in the 2021/22 capital works program of \$26 million; and
 - c. the forecast improvement in Council's operating surplus.
19. It is important to understand the restrictions that are forecast to be on this cash balance at 30 June 2022 and future commitments in Council's 10-Year Financial Plan, which amongst other commitments include:
 - a. Developer Contributions \$21.2 million at 30 June 2022;
 - b. Carryovers from 2021/22 - \$27.3 million; and
 - c. The \$23.1 million loan repayment due in 2025.
20. The operating surplus reflects the absorption of a number of costs pressures as outlined in the MYBR summary and leaves Council in an improved financial position when compared to budget, of \$3.283 million.
21. It is recommended that this \$3.283 million dollar positive operating variance and \$2.055m permanent capital saving be applied to the capital program to fund capital project cost pressures for projects totaling \$4.297 million.
22. This proposal will leave Council with \$1.041 million that can be returned to Council's Accumulated Surplus.

Chief Executive Statement

23. In accordance with Section 97(3) of the *Local Government Act 2020*, it is the view of the Chief Executive Officer that a revised budget for 2021/22 will not be required by City of Ballarat.

OFFICER RECOMMENDATION

24. **That Council:**
- 25.1 Receive the Quarterly Financial Management Report – Period Ending 31 December 2021 and note the financial matters contained within the report.**
- 25.2 Endorse the 2021-22 Mid-Year Budget Review adjustments.**
- 25.3 Receive the Quarterly Performance Management Report – Period Ending 31 December 2021.**
- 25.4 Receive the Council Plan Quarterly Report – 31 December 2021.**

ATTACHMENTS

1. Quarterly Financial Report to 31 December 2021 to Council 23-2 [**8.1.1** - 15 pages]
2. Quarterly Performance Statement to 31 December 2021 [**8.1.2** - 16 pages]
3. Council Plan Quarterly Report Q 2 22 23 [**8.1.3** - 55 pages]
4. Governance Review [**8.1.4** - 2 pages]

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Quarterly Financial Management Report
Period Ending 31 December 2021

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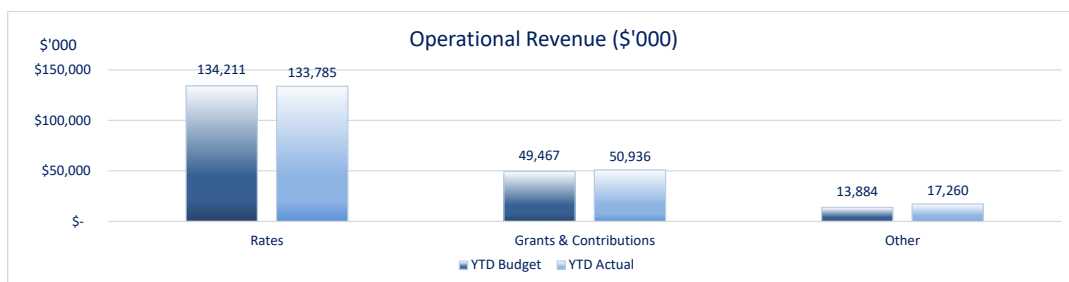
Summary of Financial Results - City of Ballarat Period Ending 31 December 2021

The Income Statement shows a surplus of \$112.9m for the 6 months to 31 December 2021, \$19.3m favourable to the year to date (YTD) adjusted budget. The majority of this favourable variance is considered to be timing, however permanent variances have been recognised as part of the latest forecast which now shows a projected surplus of \$85.4m

Capital expenditure for the 6 months to 31 December totals \$26.5m, which represents 39% of the YTD budget of \$68.6m and 22% of the latest annual forecast of \$119.8m. The capital works program is forecast to reduce by \$26 million, primarily as a result of recognising projects that will not be complete this financial year. These projects will need to be included in the 2022/23 budget for completion.

While Council's Cash Balance is forecast to increase to \$91m at 30 June 2022, only \$1.0m of this is considered a permanent increase with the remaining to be timing difference. This additional cash will assist Council in managing its long term financial sustainability.

Below is a summary of the income and capital works statements compared to budget. Please see the financial statements on the following pages for further information on Council's financial performance.

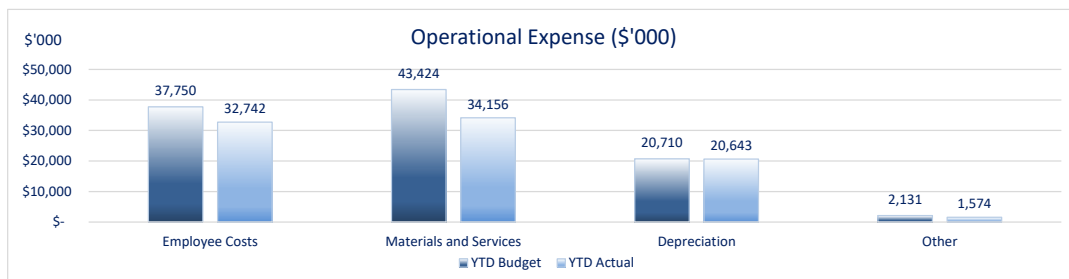


Key Budget Variances:

Rates - YTD Income is unfavourable to YTD budget at 31 December, but is expected to exceed the budget target as concession rebates are processed.

Grants and Contributions - YTD Income is favourable to YTD budget at 31 December. However, this is due to receiving some new funding and some budgeted grants being received earlier than was projected in the budget.

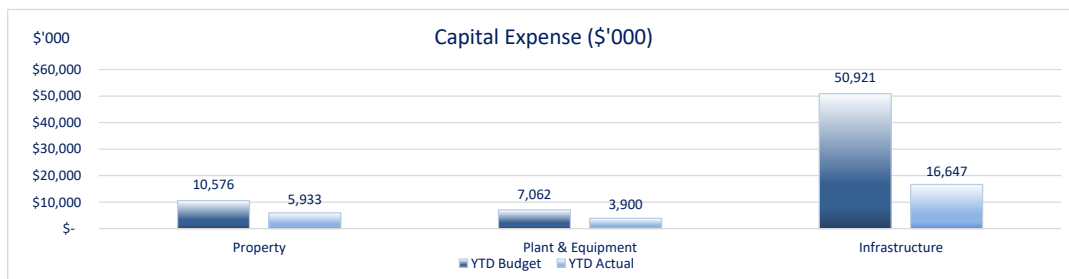
Other - YTD income is favourable primarily due to \$3m of contributed assets being received in the first quarter, when none was budgeted for.



Key Budget Variances:

Employee Costs – Favourable YTD primarily due to a high level of vacant positions during the quarter.

Materials and Services – Favourable YTD due to the timing of service delivery and impact of COVID.



Key Budget Variances:

The variance between YTD Budget and YTD Actual is primarily due to the timing of the Capital Works program. It is recognised that the full capital works program will not be able to be delivered in 2021/22 and has been forecast down by \$26m to \$119.8m.

- The Capital Works statement is showing total spend to 31 December of \$26.5m. This is:
 - 39% of the year to date budget of \$68.6m;
 - 22% of the forecast capital works of \$119.8m.

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Income Statement - City of Ballarat

Period Ending 31 December 2021

	Year to Date (YTD)			Annual			Variance Adj v Forecast	Notes
	Adjusted Budget*	Actual	Variance	Adopted Budget	Adjusted Budget*	Forecast		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Income								
Rates and charges	134,211	133,785	(426)	134,030	134,030	135,417	1,387	1
Statutory fees and fines	2,306	3,055	749	5,423	5,423	5,926	503	2
User Fees	10,175	8,622	(1,553)	20,428	20,480	19,463	(1,017)	3
Grants Capital	25,396	28,095	2,699	25,325	46,204	49,240	3,036	4
Grants Operating	14,907	13,685	(1,222)	33,500	26,842	27,872	1,030	5
Contributions Monetary	9,164	9,156	(8)	17,569	17,795	19,721	1,926	6
Contributions Non Monetary	0	3,441	3,441	27,455	28,100	27,209	(891)	7
Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment	100	530	430	1,200	1,200	747	(453)	8
Fair Value adjustments for investment property	0	0	0	0	0	0	0	
Share of net profits on associates and joint ventures accounted for by the equity method	0	0	0	0	0	0	0	
Other Income	1,303	1,612	309	2,605	2,605	2,522	(83)	
Total Income	197,562	201,981	4,419	267,535	282,679	288,117	5,438	
Expenses								
Employee Costs	37,750	32,742	5,008	72,803	73,888	70,065	3,823	9
Materials and services	43,424	34,156	9,268	81,414	82,982	88,054	(5,072)	10
Depreciation and amortisation	20,710	20,643	67	41,420	41,420	41,420	0	
Amortisation - Intangible Assets	0	0	0	0	0	0	0	
Amortisation - Right of Use	0	0	0	0	0	0	0	
Bad and doubtful debts	373	363	10	747	747	776	(29)	
Borrowing Costs	811	814	(3)	1,563	1,563	1,563	0	
Finance Costs	0	0	0	0	0	0	0	
Other expenses	947	397	550	1,835	1,884	869	1,015	
Fair Value adjustments for investment property	0	0	0	0	0	0	0	
Share of net losses on associates and joint ventures accounted for by the equity method	0	0	0	0	0	0	0	
Total expenses	104,015	89,115	14,900	199,782	202,484	202,747	(263)	
Surplus/(Deficit)	93,547	112,866	19,319	67,753	80,195	85,370	5,175	

*The adjusted budget 2021/22 budget figures have been adjusted to reflect Council approved carryovers.

Notes:

- Rates and charges are slightly down on YTD budget primarily due to the timing of Pensioner rebate income, once received rates and charges are forecast to exceed budget by \$1.4m due to higher than expected supplementary rates and charges.
- Statutory Fees – Favourable YTD primarily due to Subdivision Supervision, Fines and Plan Checking income being favourable to budget,
- User Fees – Unfavourable YTD primarily due to the impact of COVID (BALC, Landfill, Childcare, etc). The annual forecast shows that \$1m of this will not be recouped.
- Capital Grants – Favourable YTD variance relates to timing. The annual forecast has been updated to include Wendouree Community Rec Precinct \$1.3m, COVID Outdoor activation \$975k, Alfredton Rec Reserve Netball Court \$700k and other capital grants \$435k.
- Operating Grants - YTD Actual is unfavourable to budget primarily due to the timing of Federal Assistance Grants for 2021/22. The annual forecast is projected to exceed budget by \$1m
- Contributions Monetary - YTD is consistent with budget. The 2021/22 forecast has increased primarily due to an expected increase in Developer Infrastructure Levy, due to the timing of development.
- Contributions Non Monetary – Favourable YTD variance relates to timing of DCP contributions.
- Net Gain on Disposal - Favourable YTD variance primarily relates to the sale of some land in Swinglers Road, Invermay (\$150k).
- Employee Costs – Favourable YTD primarily due to a high level of vacant positions during the quarter. Annual forecast has been revised down by \$3.8m to reflect the permanent savings expected.
- Materials and Services – Favourable YTD due to the timing of service delivery (\$9.2m of outstanding Purchase orders at 31 Dec)

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Balance Sheet - City of Ballarat

As at 31 December 2021

	Year to Date (YTD)			Adopted Budget \$'000	Annual		Variance		Notes
	Adjusted Budget	Actual	Variance		Adjusted Budget	Forecast	Adj v F'Cast		
	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	
Assets									
Current Assets									
Cash and cash equivalents	44,252	140,335	96,083	47,195	18,118	90,955	72,837	1	
Trade and other receivables	12,526	7,357	(5,169)	7,026	7,026	7,026	0		
Rates Receivables	78,653	78,520	(133)	5,500	5,500	5,500	0	2	
Fire Services Levy	6,638	7,120	482	0	0	0	0	2	
Other Financial Assets	0	2	2	0	0	2	2		
Inventories	400	444	44	400	400	456	56		
Other assets	200	91	(109)	1,187	1,187	1,307	120	3	
Total Current Assets	142,669	233,869	91,200	61,308	32,231	105,246	73,015		
Non-Current Assets									
Trade and other receivables	0	0	0	0	0	0	0		
Other Financial Assets	0	0	0	0	0	0	0		
Investments in associates, joint ventures and subsidiaries	0	0	0	0	0	0	0		
Property, infrastructure, plant and equipment	1,903,646	2,002,189	98,543	1,882,293	1,882,938	1,981,278	98,340		
Right of Use Asset	2,834	1,678	(1,156)	2,834	2,834	1,678	(1,156)		
Investment Property	0	0	0	0	0	0	0		
Other Non-Current Assets	746	0	(746)	746	746	158	(588)		
Works in Progress Expense - Current Year	68,559	29,921	(38,638)	159,036	173,830	146,963	(26,867)		
Total Non-Current Assets	1,975,785	2,033,788	58,003	2,044,909	2,060,348	2,130,077	69,729		
Total Assets	2,118,454	2,267,657	149,203	2,106,217	2,092,579	2,235,323	142,744		
Liabilities									
Current Liabilities									
Trade and other payables	9,089	1,436	7,653	9,089	9,089	9,089	0		
Fire Services Levy	8,522	11,442	(2,920)	0	0	0	0		
Trust funds and deposits	11,788	12,443	(655)	11,788	11,788	14,138	(2,350)		
Provisions	15,560	16,129	(569)	15,560	15,560	15,735	(175)		
Interest-bearing loans and borrowings	2,268	2,268	0	4,692	4,692	4,692	0		
Lease Liabilities	1,302	457	845	1,302	1,302	457	845		
Unearned Income	0	0	0	0	0	0	0		
Other Current Liabilities	0	0	0	0	0	0	0		
Total Current Liabilities	48,529	44,175	4,354	42,431	42,431	44,111	(1,680)		
Non-Current Liabilities									
Trust Funds and Deposits	0	0	0	0	0	0	0		
Provisions	11,729	10,683	1,046	11,729	11,729	10,603	1,126		
Interest-bearing loans and borrowings	35,739	35,739	0	31,047	31,047	31,047	0		
Lease Liabilities	1,591	1,153	438	1,591	1,591	1,153	438		
Other Non-Current Liabilities	0	0	0	0	0	0	0		
Total Non-Current Liabilities	49,059	47,575	1,484	44,367	44,367	42,803	1,564		
Total Liabilities	97,588	91,750	5,838	86,798	86,798	86,914	(116)		
Net Assets	2,020,866	2,175,907	155,041	2,019,419	2,005,781	2,148,409	142,628		
Equity									
Accumulated surplus	1,230,930	1,295,970	65,040	1,255,277	1,229,197	1,292,919	63,722		
Reserves	696,389	767,069	70,680	696,389	696,389	770,120	73,731		
YTD Surplus/(Deficit)	93,547	112,868	19,321	67,753	80,195	85,370	5,175		
Total Equity	2,020,866	2,175,907	155,041	2,019,419	2,005,781	2,148,409	142,628		
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Balance Sheet - City of Ballarat

As at 31 December 2021

Notes:

1. Cash and cash equivalents balance will reduce throughout the year as the capital works program, including 2020/21 carryovers, is delivered. The closing cash balance is forecast to increase due to a higher than expected opening balance and a reduction in the forecast capital works to be completed by 30 June 2022.
2. Rates Receivable and Fire Service Levy balances are high due to rates being raised in full during August. These balances will reduce as lump sum payments and instalments are made. Instalments are due 28 February and 31 May, with lump sum payments due 15 February 2022.
3. Other Assets balance will increase throughout the year as prepaid expenditure occurs and is recognised.

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Cash Flow Statement - City Of Ballarat

Period Ending 31 December 2021

	Year to Date Inflows/(Outflows)			Annual Inflows/(Outflows)				Notes
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Variance Adj v F'Cast \$'000	
Cash flows from operating activities								
Rates and charges	55,445	60,942	5,498	133,730	133,730	133,051	(680)	1
Statutory fees and fines	2,304	2,978	674	5,423	5,423	5,926	503	
User Fees	10,064	6,770	(3,294)	20,128	20,180	22,597	2,417	2
Grants Operating	12,999	14,182	1,183	25,325	24,907	25,937	1,030	
Grants Capital	3,181	4,179	998	33,500	22,288	25,324	3,036	
Contributions Monetary	8,937	8,929	(8)	17,569	17,568	19,494	1,926	
Interest received	378	250	(128)	750	750	750	0	
Net GST Payment/Refund	0	5,492	5,492	0	0	0	0	
Other receipts	924	1,362	438	1,855	1,855	1,772	(83)	
Trust funds	500	44	(456)	500	500	0	(500)	
Fire Services Levy	1,884	2,585	701	0	0	0	0	
Employee Costs	(37,750)	(31,804)	5,946	(72,803)	(73,888)	(70,065)	3,823	3
Materials and Services	(42,423)	(46,582)	(4,159)	(81,414)	(82,984)	(91,536)	(8,552)	4
Other payments	(946)	(397)	549	(1,835)	(1,884)	(869)	1,015	
Net cash provided by (used in) operating activities	15,496	28,930	13,434	82,728	68,445	72,380	3,935	
Cash flows from investing activities								
Payments for property, infrastructure, plant and equipment	(68,559)	(29,786)	38,773	(130,936)	(145,730)	(119,754)	25,976	5
Proceeds from sale of property, infrastructure, plant and equipment	102	730	628	1,200	1,200	747	(453)	
Net cash provided by (used in) investing activities	(68,457)	(29,056)	39,401	(129,736)	(144,530)	(119,007)	25,523	
Cash flows from financing activities								
Finance costs	(821)	(951)	(130)	(1,563)	(1,563)	(1,563)	0	
Proceeds from interest bearing loans and borrowings	0	0	0	0	0	0	0	
Repayment of interest bearing loans and borrowings	(2,213)	(2,213)	0	(4,481)	(4,481)	(4,481)	0	
Interest paid - lease liability	0	0	0	0	0	0	0	
Repayment of lease liabilities	0	0	0	0	0	0	0	
Net cash provided by (used in) financing activities	(3,034)	(3,164)	(130)	(6,044)	(6,044)	(6,044)	0	
Net increase/(decrease) in cash and cash equivalents	(55,995)	(3,290)	52,705	(53,052)	(82,129)	(52,671)	29,458	
Cash and cash equivalents at the beginning of the period	100,247	143,625	43,378	100,247	100,247	143,626	43,379	
Cash and cash equivalents at the end of the period	44,252	140,335	96,083	47,195	18,118	90,955	72,837	
Less Restricted Cash								
Sub Dividers Reserve	(3,210)	(3,043)	167	(3,210)	(3,210)	(12,864)	(9,654)	
Developer Contributions Reserve	(17,957)	(12,614)	5,343	(17,957)	(17,957)	(8,290)	9,667	
Asset Realisation Reserve (Sale of Land)	0	(3,346)	(3,346)	0	0	0	0	
Waste Reserve	(733)	0	733	(733)	(733)	(733)	0	
Trust Funds and Deposits	(11,788)	(12,443)	(655)	(11,788)	(11,788)	(14,138)	(2,350)	
Total Restricted Cash	(33,688)	(31,446)	2,242	(33,688)	(33,688)	(36,025)	(2,337)	
Unrestricted Cash	10,564	108,889	98,325	13,507	(15,570)	54,930	70,500	

Notes:

- Cash flow from Rates and Charges is favourable by \$5.5m. This is considered to be a timing issue at this stage and may reflect more rate payers paying via instalments, rather than lump sum, than budgeted.
 - User fees are substantially below budget. This is primarily due to the COVID restrictions placed on Council facilities that have impacted attendance and/or membership.
 - Employee costs are down which is reflective of the YTD savings due to a high level of vacant positions.
 - Materials and Service payments are above budget YTD primarily due to the timing of the creditor payments in June/July 2021. i.e. Trade payables balance at 30 June 2021 totalled \$12.6m, compared to a balance of \$1.4m at 31 December.
 - Cash flow from investing activities are tracking well below budget due to the level of capital works that have been delivered to 31 December 2021. The annual forecast has also been reduced to reflect the level of projects that will not be completed by 30 June 2022.
- The other items in the cashflow are generally reflective of the YTD Income Statement and Capital Works Statement.

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Statement of Capital Works - City of Ballarat

Period Ending 31 December 2021

	Year to Date			Annual			
	Adopted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Variance Adj v F'Cast \$'000
Property							
Land	0	217	(217)	10,000	10,000	10,060	(60)
Land improvements	100	0	100	200	200	200	0
Total land	100	217	(117)	10,200	10,200	10,260	(60)
Buildings							
Buildings	5,354	3,066	2,288	6,196	7,065	6,817	248
Heritage buildings	2,712	1,400	1,312	3,117	6,652	1,968	4,684
Building improvements	2,410	1,250	1,160	9,511	10,829	4,639	6,190
Leasehold improvements	0	0	0	0	0	0	0
Total buildings	10,476	5,716	4,760	18,824	24,546	13,424	11,122
Total property	10,576	5,933	4,643	29,024	34,746	23,684	11,062
Plant and equipment							
Heritage plant and equipment	0	0	0	0	0	0	0
Plant, machinery and equipment	3,287	3,177	110	5,379	6,146	6,346	(200)
Fixtures, fittings and furniture	0	6	(6)	0	0	51	(51)
Computers and telecommunications	3,526	512	3,014	5,542	5,542	4,695	847
Library books	249	205	44	414	498	424	74
Total plant and equipment	7,062	3,900	3,162	11,335	12,186	11,516	670
Infrastructure							
Roads	18,436	5,196	13,240	33,841	36,552	34,977	1,575
Bridges	377	0	377	377	377	377	0
Footpaths and cycleways	1,340	452	888	2,479	2,479	2,479	0
Drainage	1,540	167	1,373	3,680	3,680	1,280	2,400
Recreational, leisure and community facilities	19,686	7,664	12,022	27,460	30,770	27,907	2,863
Waste management	440	1,448	(1,008)	4,068	4,068	4,122	(54)
Parks, open space and streetscapes	4,516	319	4,197	7,588	7,905	3,412	4,493
Aerodromes	0	86	(86)	0	0	831	(831)
Off street car parks	1,436	639	797	2,070	2,471	1,722	749
Other infrastructure	3,150	676	2,474	9,014	10,497	7,447	3,050
Total infrastructure	50,921	16,647	34,274	90,577	98,799	84,554	14,245
Total capital works expenditure	68,559	26,480	42,079	130,936	145,731	119,754	25,977
Represented by:							
New asset expenditure	22,135	7,352	14,783	51,751	54,027	45,400	8,627
Asset renewal expenditure	33,291	14,082	19,209	63,049	69,528	57,384	12,144
Asset expansion expenditure	0	0	0	0	0	0	0
Asset upgrade expenditure	13,133	5,046	8,087	16,136	22,176	16,970	5,206
Total capital works expenditure	68,559	26,480	42,079	130,936	145,731	119,754	25,977

Notes:

The Capital Works program has been forecast down by \$26m to \$119.8m. This primarily relates to the deferral of projects that will not be completed by 30 June 2022.

- The Capital Works statement is showing total spend to 31 December of \$26.5m. This is:
 - 39% of the year to date budget of \$68.6m;
 - 22% of the forecast capital works of \$119.8m.

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Capital Project Report - City of Ballarat
 Period Ending 31 December 2021

Project	Project Description	Asset Class	Year To Date			Annual	
			Adj. Budgets \$'000	Actuals \$'000	Variance \$'000	Adj. Budget \$'000	Forecast \$'000
801520	Equipment	Plant, machinery and equipment	179	98	81	179	179
801540	Library Books	Library books	249	205	44	498	424
802940	Furniture	Fixtures, fittings and furniture	0	6	(6)	0	40
820040	Parking Meter Replacement Program	Plant, machinery and equipment	133	0	133	267	267
820700	Plant Replacement Program	Plant, machinery and equipment	2,975	3,079	(104)	5,700	5,900
820750	BALC Assets & Equipment	Recreational, leisure and community facilities	230	59	171	520	440
820760	Outdoor Swimming Pool Upgrade	Parks, open space and streetscapes	75	0	75	150	150
821970	Parks Development Program	Parks, open space and streetscapes	400	0	400	800	0
822010	Land Development Council Contribut.	Other infrastructure	65	33	32	130	130
822460	Desktop Replacement Program	Computers and telecommunications	631	347	284	1,262	1,262
823120	Landfill Upgrade	Waste Management	0	1,284	(1,284)	2,937	3,003
823330	City Entrances	Parks, open space and streetscapes	138	73	65	276	276
831700	Playground Improvement Program	Recreational, leisure and community facilities	20	7	13	65	65
833550	Street and Park Furniture Renewal	Recreational, leisure and community facilities	90	33	57	180	180
833570	Ballarat Botanical Gardens - Asset	Parks, open space and streetscapes	51	58	(7)	102	102
833650	Street Irrigation	Parks, open space and streetscapes	140	0	140	220	220
833660	Public Place Recycling	Waste Management	5	0	5	12	0
833670	Civic Hall Redevelopment Project	Heritage buildings	535	979	(444)	1,166	1,166
833760	School Crossing Supervisor Shelters	Other infrastructure	0	3	(3)	25	25
833820	Playspace Upgrades	Recreational, leisure and community facilities	70	33	37	299	299
834040	Facilities Upgrade	Building Improvements	1,500	1,229	271	4,920	3,170
834520	Bicycle Strategy Projects	Roads	346	114	232	692	692
834530	Federal Blackspot Funding	Roads	1,334	742	592	2,668	2,668
834540	Major New Capital Road Projects	Roads	690	408	282	692	2,903
834550	Major Infrastructure Renewal Project	Roads	3,602	1,461	2,141	9,179	6,288
834551	LRCI Funded Program	Roads	3,490	1,591	1,899	5,280	5,280
834570	Federal Roads to Recovery Funding	Roads	0	104	(104)	1,533	1,533
834610	Public Art Program	Recreational, leisure and community facilities	87	22	65	160	144
835810	Monument Renewal Program	Other infrastructure	50	0	50	117	117
835990	Recreation Capital Improvement	Recreational, leisure and community facilities	3,498	1,334	2,164	6,739	5,540
836000	Replacement Bin Program	Waste Management	185	164	21	369	369
836030	IT System Development	Computers and telecommunications	2,895	165	2,730	4,230	3,380
836040	Median Strip Landscaping	Parks, open space and streetscapes	95	19	76	191	191
836050	Major Rural Roads Infrastructure Wo	Roads	540	173	367	2,212	2,212
836980	Bicycle Paths	Footpaths and cycleways	200	0	200	200	200
836990	Bridge Rehabilitation	Bridges	377	0	377	377	377
837000	Bus Shelter repair and replacement	Other infrastructure	87	22	65	175	175
837010	Drainage Projects	Drainage	440	158	282	880	880
837020	Lake Wendouree Infrastructure Works	Other infrastructure	53	43	10	106	106
837030	Kerb and channelling	Roads	239	116	123	478	478
837040	Footpath Works	Footpaths and cycleways	794	452	342	1,587	1,587
837050	Minor Road improvements /upgrades	Roads	2,000	432	1,568	2,000	2,000
837060	DCP Construction	Roads	6,195	8	6,187	11,818	10,923
837170	HMT Conservation Works	Heritage buildings	662	115	547	957	148
837200	Community Infrastructure Plan Implementation	Buildings	968	269	699	1,722	1,474
837260	Ballarat Connections	Footpaths and cycleways	346	0	346	692	692
837350	Community and Industry Resources & Recycling Centre	Waste Management	125	0	125	250	250
837370	CBD Parking Action Plan	Off street car parks	401	541	(140)	401	401
837380	Art Acquisitions For AGB	Recreational, leisure and community facilities	0	138	(138)	0	129
837550	Charlesworth St Retarding Basin	Drainage	1,000	9	991	2,500	100
837570	Lake Lighting & Fitness Equipment	Recreational, leisure and community facilities	1,339	34	1,305	2,621	560

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Capital Project Report - City of Ballarat
 Period Ending 31 December 2021

Project	Project Description	Asset Class	Year To Date			Annual	
			Adj. Budgets \$'000	Actuals \$'000	Variance \$'000	Adj. Budget \$'000	Forecast \$'000
837590	Christmas Decorations	Recreational, leisure and community facilities	115	48	67	230	230
837600	LED Residential Street Lighting	Other infrastructure	985	0	985	1,970	0
837610	Bakery Hill	Other infrastructure	860	414	446	5,874	5,874
837620	Town Hall restoration (A Hall)	Building Improvements	491	0	491	981	981
837630	Central Library	Building Improvements	330	21	309	4,750	310
837660	Street Trees & Planting	Recreational, leisure and community facilities	250	248	2	500	500
837670	Fast Track Recreation Projects	Recreational, leisure and community facilities	2,447	1,221	1,226	5,318	3,573
837690	Wendouree Community Recreation Precinct	Recreational, leisure and community facilities	3,455	453	3,002	4,922	4,108
837700	Mars Stadium Stage 2	Recreational, leisure and community facilities	2,000	1,986	14	2,169	3,277
837710	Miners Rest - Land Acquisition	Land	0	165	(165)	0	0
837711	HMT Stage 3	Heritage buildings	1,515	306	1,209	4,529	654
837713	Ballarat Sports and Ent Centre Stage 2	Buildings	4,290	2,790	1,500	5,152	5,152
837714	Warrenheip St Buninyong Street Scape Upgrade	Parks, open space and streetscapes	1,186	48	1,138	1,186	1,118
837717	Airport Runway Upgrade	Aerodromes	0	86	(86)	0	831
837718	Alfredton Recreation Reserve Upgrade	Recreational, leisure and community facilities	5,635	1,740	3,895	6,223	6,223
837719	Art Gallery Lighting Upgrade	Buildings	96	0	96	191	191
837720	Off-Leash Dog Park James Reserve Buninyong	Parks, open space and streetscapes	17	41	(24)	17	17
837721	CBD Outdoor Dining & Streetscape Activation	Recreational, leisure and community facilities	450	294	156	824	293
837723	Vic Roads Sturt St West of Drummond	Roads	0	47	(47)	0	0
837724	Ferney Outdoor Landscaping	Parks, open space and streetscapes	75	11	64	150	150
837725	My Neighbourhood Capital	Other infrastructure	150	64	86	300	220
837727	AGB Upgrade - Toilet facilities	Building Improvements	25	0	25	50	50
837733	Smart City Pilots	Computers and telecommunications	0	0	0	50	50
837739	Black Hill Landfill Capital	Waste Management	0	0	0	50	50
837740	Whitehorse Rd Landfill Capital	Waste Management	0	0	0	200	200
837742	Cornish Street Dam Wall Construction, Buninyong	Drainage	0	0	0	200	200
837744	Miners Rest Drainage plan	Drainage	100	0	100	100	100
837746	Spotlight on Sebastopol	Parks, open space and streetscapes	2,239	64	2,175	4,613	588
837748	Animal Shelter	Buildings	0	7	(7)	0	0
837749	Lake Burrumbeet Safety Markers	Other infrastructure	400	97	303	800	800
837750	Latrobe St Saleyards Renewal	Land Improvements	100	0	100	200	200
837751	Strategic Land Purchases	Land	0	0	0	10,000	10,000
837752	CBD Free Carparks	Off street car parks	1,035	98	937	2,070	1,321
837753	Early Investigation Works	Other infrastructure	500	0	500	1,000	0
837754	MERP	Waste Management	125	0	125	250	250
837755	Sunnyside Mill Parklands - Stage 1	Parks, open space and streetscapes	100	5	95	200	200
837756	Exceptional Assistance Grants - Emergency Mangement	Building Improvements	64	0	64	128	128
837758	Open Space Contributions Projects	Parks, open space and streetscapes	0	0	0	0	400
837759	Childcare Ipads	Computers and telecommunications	0	0	0	0	3
837760	Wendouree CC Inclusive Outdoor Equipment	Recreational, leisure and community facilities	0	0	0	0	6
837762	Early Childhood Ventilation	Fixtures, fittings and furniture	0	0	0	0	11
837763	City Oval Netball Court & Lighting	Recreational, leisure and community facilities	0	0	0	0	550
837764	55 Recreation Rd Land Purchase	Land	0	52	(52)	0	60
837765	Delacombe and Wendouree Libraries Feasibility	Recreational, leisure and community facilities	0	4	(4)	0	0
837766	Feasibility/Masterplan Brown Hill Reserve - Progress Park	Recreational, leisure and community facilities	0	10	(10)	0	0
837767	COVID Safe Outdoor Activation Fund 2021	Recreational, leisure and community facilities	0	0	0	0	1,040
837769	Alfredton Rec Reserve Netball Court	Recreational, leisure and community facilities	0	0	0	0	750
Grand Total			68,559	26,480	42,079	145,731	119,754

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Key Performance Indicators - City Of Ballarat

Period Ending 31 December 2021

	Year to Date			Annual			
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Variance Adj v F'Cast \$'000
Comprehensive Income Statement	93,547	112,866 ↑	19,319	67,753	80,195	85,370 ↑	5,175
Capital Expenditure	68,559	26,480 ↑	42,079	130,936	145,731	119,754 ↑	25,977
Cash and Investments	44,252	140,335 ↑	96,083	47,195	18,118	90,955 ↑	72,837
Net cash provided by (used in) operating activities	15,496	28,930 ↑	13,434	82,728	68,445	72,380 ↑	3,935
Net cash provided by (used in) investing activities	(68,457)	(29,056) ↑	39,401	(129,736)	(144,530)	(119,007) ↑	25,523
Net cash provided by (used in) financing activities	(3,034)	(3,164) ↓	(130)	(6,044)	(6,044)	(6,044) ⇒	0
	Year to Date			Annual			
	Adjusted Budget \$'000	Actual \$'000	Variance \$'000	Adopted Budget \$'000	Adjusted Budget \$'000	Forecast \$'000	Variance Adj v F'Cast \$'000
Rate Receivables	85,291	85,640 ↓	(349)	5,500	5,500	5,500 ⇒	0
Working Capital	94,140	189,694 ↑	95,554	18,877	(10,200)	61,135 ↑	71,335
Working Capital %	294%	529% ↑	235%	144%	76%	239% ↑	163%
Unrestricted cash	10,564	108,889 ↑	98,325	13,507	(15,570)	54,930 ↑	70,500
Unrestricted cash %	22%	246% ↑	225%	32%	-37%	125% ↑	161%
Indebtedness %	33%	32% ↓	-1%	27%	27%	26% ↓	-1%
Adjusted underlying result	36%	45% ↑	9%	3%	-6%	-6% ⇒	1%
Rates concentration	82%	83% ⇒	1%	65%	70%	71% ⇒	0%
Loans and borrowings compared to rates	28%	28% ⇒	0%	27%	27%	26% ↓	0%
Loans and borrowings repayments compared to rates	2%	2% ⇒	0%	5%	5%	4% ↓	0%
Asset renewal and upgrade compared to depreciation	224%	93% ↓	-132%	191%	221%	180% ↓	-42%

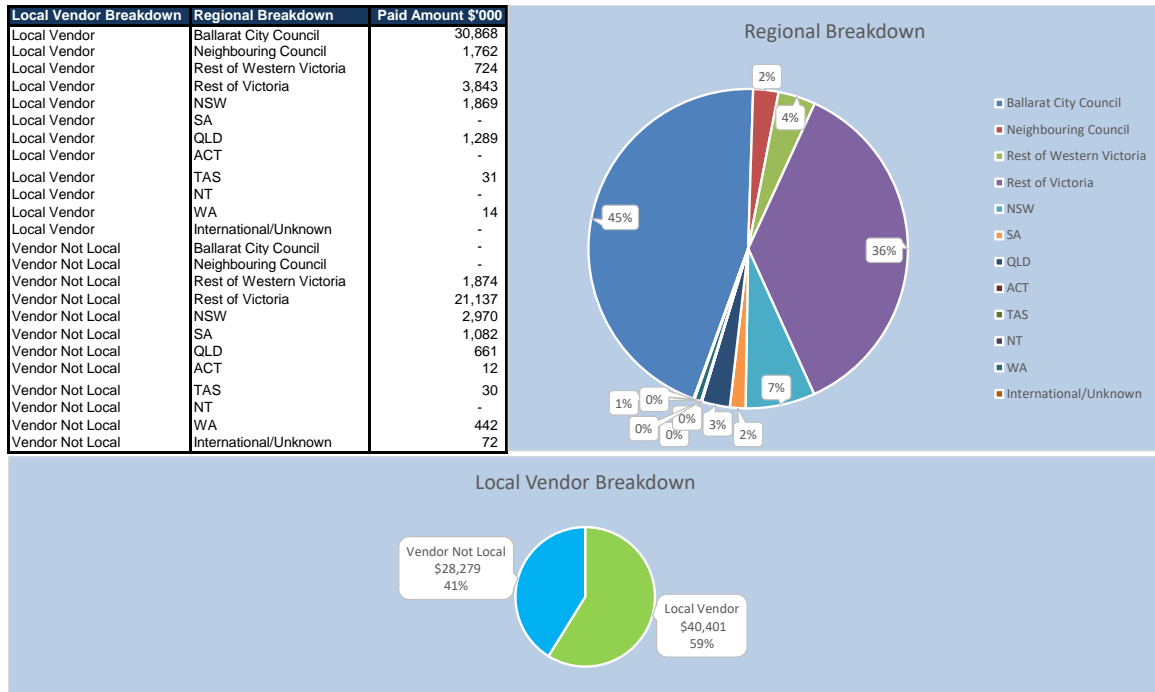
Notes:

- These indicators assist Council in monitoring Council's short term financial sustainability and performance against budget.
- Working Capital and Unrestricted cash does not consider all future commitments that need to be funded from cash. These include 21/22 forecast carryover expenditure (\$27.3m) and future lump sum loan repayments (\$23.1m in 2025).
- While the Asset renewal and upgrade indicator is showing a forecast decline of 42% from the adjusted budget, the overall ratio of 180% is still considered very strong.

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Local Spend Summary - City Of Ballarat
 Period Ending 31 December 2021



Notes:

- \$40.4m, or 59%, of vendor payments have been spent with local vendors to 31 December 2021.
- Interstate vendors that have been classified as local, relate to local branches or businesses that have a head office interstate. i.e. it is considered that these businesses employ local people and contribute to the local economy.

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Investments Summary - City Of Ballarat

Period Ending 31 December 2021

Institution	Percentage of Total investments	Investment Type	Investment Amount	Interest Rate	Commencement Date	Maturity Date
AMP - Laminar Capital	0.82%	Term Deposit	\$ 1,000,000.00	0.50%	13/10/2021	2/03/2022
AMP - Laminar Capital	4.11%	Term Deposit	\$ 5,000,000.00	0.65%	6/10/2021	2/03/2022
AMP - Laminar Capital	3.28%	Term Deposit	\$ 4,000,000.00	0.65%	13/10/2021	9/03/2022
Bank of Queensland - Laminar Capital	4.11%	Term Deposit	\$ 5,000,000.00	0.40%	10/11/2021	30/03/2022
Bank of Queensland - Laminar Capital	4.93%	Term Deposit	\$ 6,000,000.00	0.40%	24/11/2021	13/04/2022
Bank of Queensland - Laminar Capital	1.64%	Term Deposit	\$ 2,000,000.00	0.41%	1/12/2021	20/04/2022
Bank of Queensland - Laminar Capital	3.28%	Term Deposit	\$ 4,000,000.00	0.41%	24/11/2021	20/04/2022
Bank of Queensland - Laminar Capital	5.75%	Term Deposit	\$ 7,000,000.00	0.43%	1/12/2021	27/04/2022
Bank of Queensland - Laminar Capital	2.05%	Term Deposit	\$ 2,500,000.00	0.48%	15/12/2021	11/05/2022
Commonwealth Bank	1.64%	Term Deposit	\$ 2,000,000.00	0.31%	15/09/2021	12/01/2022
Commonwealth Bank	3.69%	Term Deposit	\$ 4,500,000.00	0.32%	22/09/2021	25/01/2022
Commonwealth Bank	1.23%	Term Deposit	\$ 1,500,000.00	0.32%	15/09/2021	25/01/2022
Commonwealth Bank	4.93%	Term Deposit	\$ 6,000,000.00	0.32%	29/09/2021	2/02/2022
Commonwealth Bank	2.30%	Term Deposit	\$ 2,800,000.00	0.28%	6/10/2021	9/02/2022
Commonwealth Bank	1.64%	Term Deposit	\$ 2,000,000.00	0.29%	6/10/2021	16/02/2022
Commonwealth Bank	3.69%	Term Deposit	\$ 4,500,000.00	0.36%	25/08/2021	16/02/2022
Commonwealth Bank	8.21%	Term Deposit	\$ 10,000,000.00	0.36%	25/08/2021	23/02/2022
Members Equity Bank	1.64%	Term Deposit	\$ 2,000,000.00	0.45%	20/10/2021	9/03/2022
Members Equity Bank	2.46%	Term Deposit	\$ 3,000,000.00	0.40%	27/10/2021	16/03/2022
Members Equity Bank	2.46%	Term Deposit	\$ 3,000,000.00	0.45%	20/10/2021	16/03/2022
Members Equity Bank	3.28%	Term Deposit	\$ 4,000,000.00	0.40%	3/11/2021	23/03/2022
Members Equity Bank	2.05%	Term Deposit	\$ 2,500,000.00	0.40%	27/10/2021	23/03/2022
Members Equity Bank	0.82%	Term Deposit	\$ 1,000,000.00	0.40%	17/11/2021	30/03/2022
Members Equity Bank	4.93%	Term Deposit	\$ 6,000,000.00	0.40%	17/11/2021	6/04/2022
National Australia Bank	4.93%	Term Deposit	\$ 6,000,000.00	0.25%	1/09/2021	5/01/2022
National Australia Bank	2.46%	Term Deposit	\$ 3,000,000.00	0.25%	8/09/2021	12/01/2022
National Australia Bank	0.82%	Term Deposit	\$ 1,000,000.00	0.25%	1/09/2021	12/01/2022
National Australia Bank	4.93%	Term Deposit	\$ 6,000,000.00	0.26%	15/09/2021	19/01/2022
National Australia Bank	3.28%	Term Deposit	\$ 4,000,000.00	0.25%	29/09/2021	9/02/2022
National Australia Bank	5.75%	Term Deposit	\$ 7,000,000.00	0.45%	8/12/2021	4/05/2022
National Australia Bank	2.87%	Term Deposit	\$ 3,500,000.00	0.47%	22/12/2021	11/05/2022

Total Investments

\$ 121,800,000.00

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2021

Comprehensive Income Statement

		\$'000	\$'000
Adjusted Budget - Surplus			\$ 80,195
Additional Income / Expense Savings			
Workcover	(1)	\$845	
Federal Assistance Grants	(2)	\$880	
Net organisation wide savings	(3)	\$3,862	
Supplementary Rates	(4)	\$1,495	
Developer Infrastructure Levy	(5)	\$1,383	
Open Space Contributions	(5)	\$550	
Statutory Fees	(6)	\$500	
Regional Assessment Service	(7)	\$500	
New Capital Grant Funding	(8)	\$3,110	\$13,125
Additional Expenses / Income Reduction			
Ballarat West Employment Zone	(9)	(\$1,000)	
Net impact of COVID restrictions	(10)	(\$1,446)	
Public Open Space - Florian Estate	(11)	(\$804)	
Interest Revenue	(12)	(\$250)	
North Ballarat Sporting Club - Utilities	(13)	(\$127)	
Community Inclusion Officer	(14)	(\$50)	
Reusable nappies and sanitary pads	(14)	(\$30)	
Items budgeted for in capital	(15)	(\$3,198)	(\$6,905)
Net other budget variances			(\$1,045)
Annual Forecast Surplus			\$85,370

Notes:

- (1) Workcover premium much lower than budget
(2) 2021/22 Allocation greater than expected.
(3) Costs provided for in the budget that have been able to be reduced or removed following management review.
(4) Supplementary rates for 2020/21 approx. 1.5% of rates v 0.5% budget.
(5) Due to timing of subdivisions there has been more land released in 21/22. These funds will be allocated to the reserve to support future infrastructure.
(6) Parking fines and other infringements are higher than budgeted. A conservative budget was set due to the current COVID environment
(7) Underspend due to challenge of delivering RAS program and vacancies in staff (grant funded program)
(8) New Capital Funding that has been received that was not budgeted for. These funds will be utilised to deliver the capital works program
(9) Final Instalment payable to DJPR per MOU. Currently paid \$4m of \$5m. This has been outstanding since 2018 and there is no evidence explaining why it has not been paid.
(10) A number of business units have been negatively impacted as a result of COVID restrictions.
(11) Additional Public Open Space was provided as part of this Estate.
(12) Reduced Interest revenue resulting from interest rates remaining lower than expected.
(13) Final outcome of agreement with Ballarat North Sporting Club to cover Council's estimated utility costs over recent years.
(14) Per Council Resolutions.
(15) Budget moved from Capital Works budget, as these are operating projects.

Statement of Capital Works

		\$'000	\$'000
Adjusted Budget - Total Capital Works			\$ 145,731
Timing Only			
Central Library	(1)	(\$4,440)	
Spotlight on Sebastopol Project	(1)	(\$4,025)	
Her Majesty's Theatre - Stage 3	(1)	(\$3,875)	
Charlesworth street Basin	(1)	(\$2,400)	
Vic Park Redevelopment - Main Pavilion	(1)	(\$2,262)	
Wendouree Community Rec Precinct	(1)	(\$815)	
Lake Lighting	(1)	(\$2,061)	
Facilities Maintenance Capital	(1)	(\$1,132)	
Growth Areas	(2)	(\$1,746)	
Her Majesty's Theatre Conservation works	(1)	(\$809)	
CBD Free Carparks	(1)	(\$749)	
City Oval Change rooms	(1)	(\$746)	
Little Bridge Street	(1)	(\$545)	
Winter Street	(1)	(\$872)	
Cromwell Street	(1)	(\$1,036)	
Havelock Street	(1)	(\$436)	
Eastwood Street Car Park	(1)	(\$200)	
Airport Runway	(3)	\$831	(\$27,318)
Reclassification to Operating			
LED Lighting	(4)	(\$1,970)	

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Mid Year Budget Review Summary - City of Ballarat

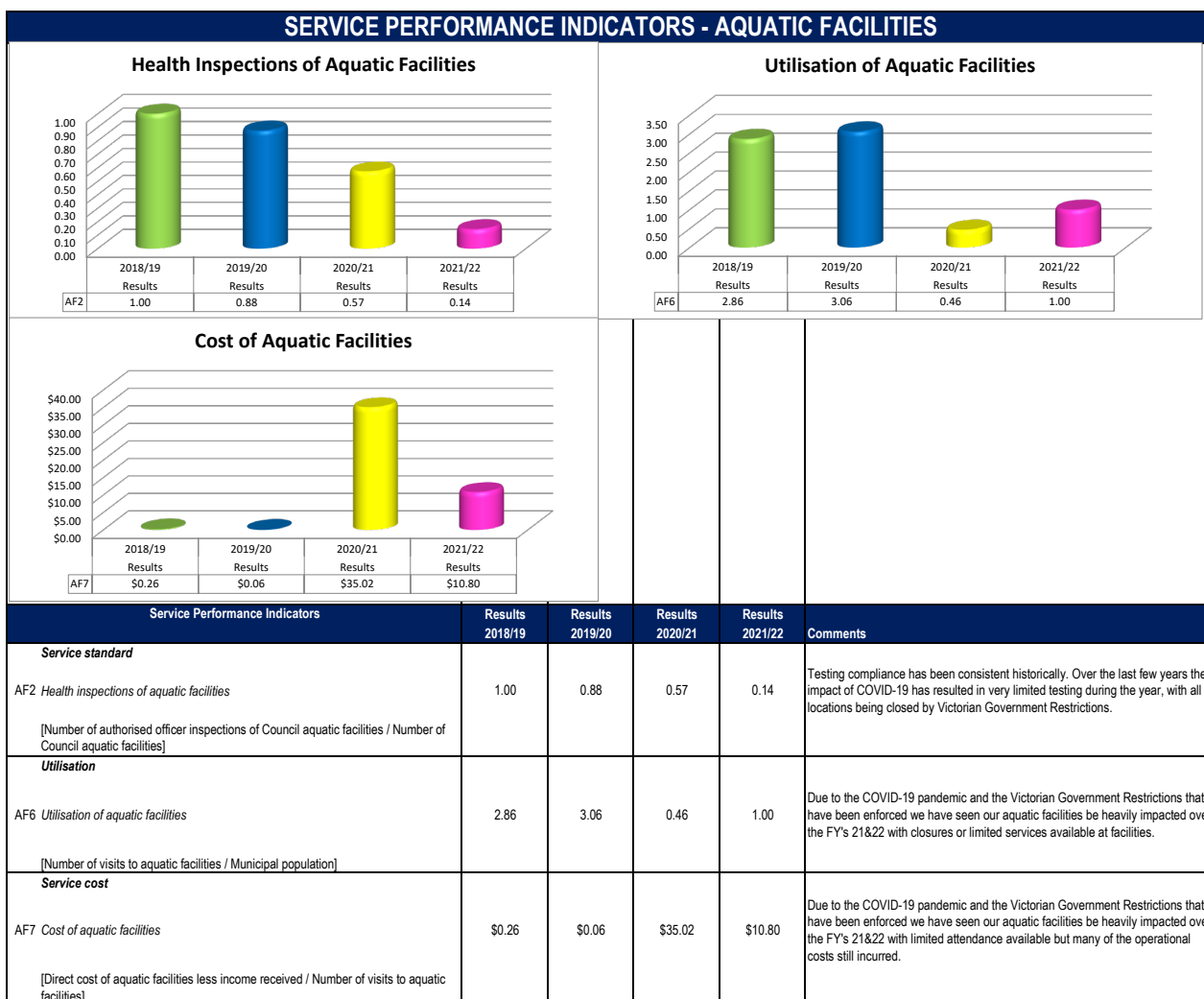
Period Ending 31 December 2021

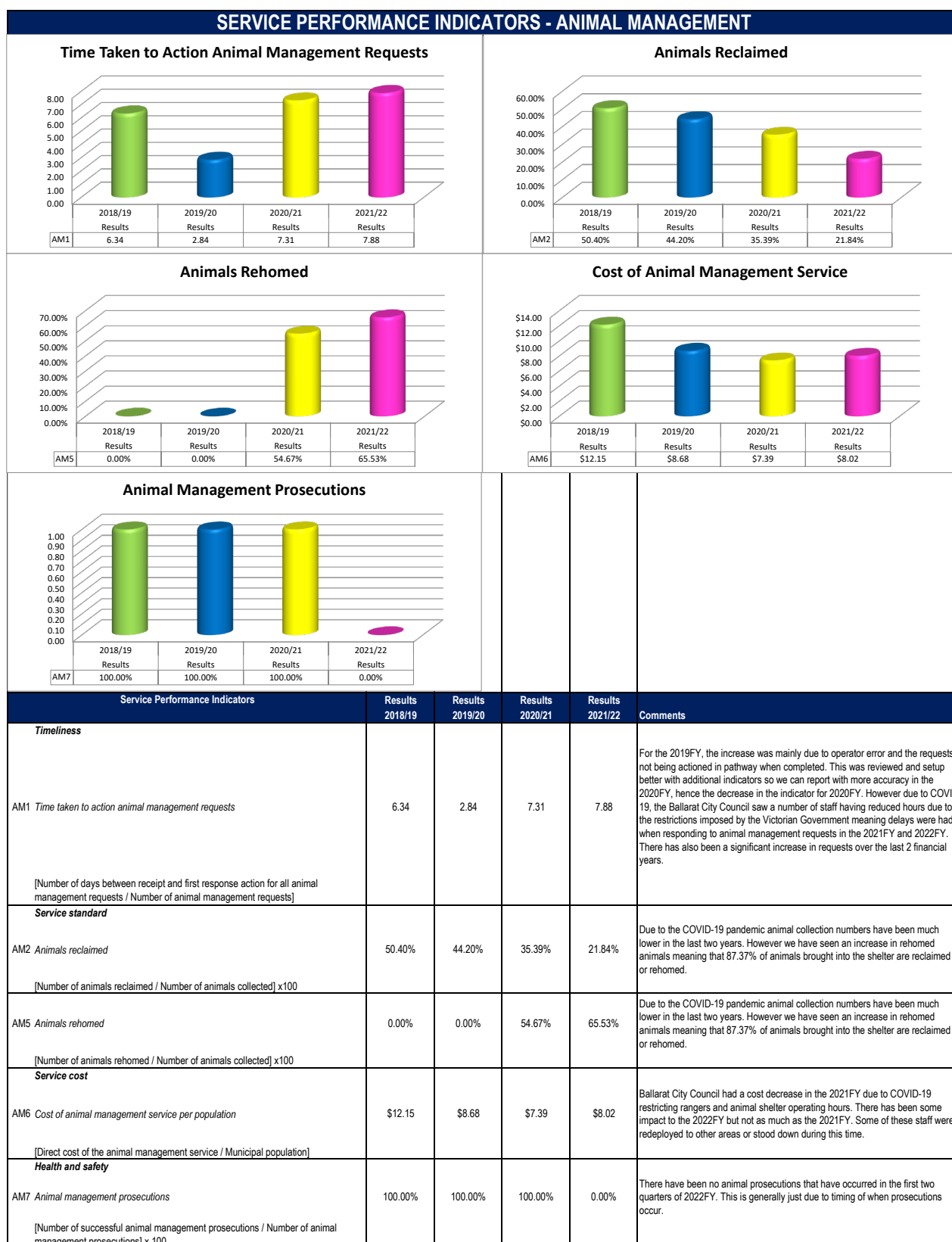
Early Investigations	(4)	(\$1,000)	
Software	(4)	(\$100)	
E Resources	(4)	(\$75)	
Airport	(4)	(\$53)	(\$3,198)
Permanent Saving			
Facilities Maintenance Capital - Savings	(5)	(\$619)	
ICT Capital Program	(6)	(\$750)	
Infrastructure Program - Savings		(\$686)	(\$2,055)
Cost Pressures			
Mars Stadium Upgrade - Stage 2 (Funded)	(7)	\$1,100	
Geelong Road Service Road - Mt Clear		\$165	
Contribution to Lucas Park Reserve - DCP	(8)	\$850	
Warrenheip Street Buninyong		\$200	
Sturt Street Shared Cycle Path	(9)	\$1,932	
Netball Court Upgrade - Alfredton Rec Reserve	(10)	\$750	\$4,997
Net other budget variances below \$500k			\$1,597
31 December - Forecast			\$119,754
Notes:			
(1) Project will not be completed in 2021/22. Will be requested as a carry forward in the 2022/23 Budget.			
(2) Scope of works has varied to budget due to changes in the timing of development.			
(3) This relates to preliminary work for the \$10m project planned for 2022/23 and 2023/24. Hence, timing issue only.			
(4) Projects moved from the capital works program to operating budget.			
(5) This is a permanent saving resulting from updated costings and reduced scope of works.			
(6) Reduced scope of works for 2021/22.			
(7) This component of the \$6.35m project was not included in the original budget.			
(8) This was a requirement of the Developer Contribution Plan, that was not included in the adopted budget.			
(9) This project requires a Council contribution of \$1.9m.			
(10) Project resulting from new funding opportunity. Council to fund \$50k.			

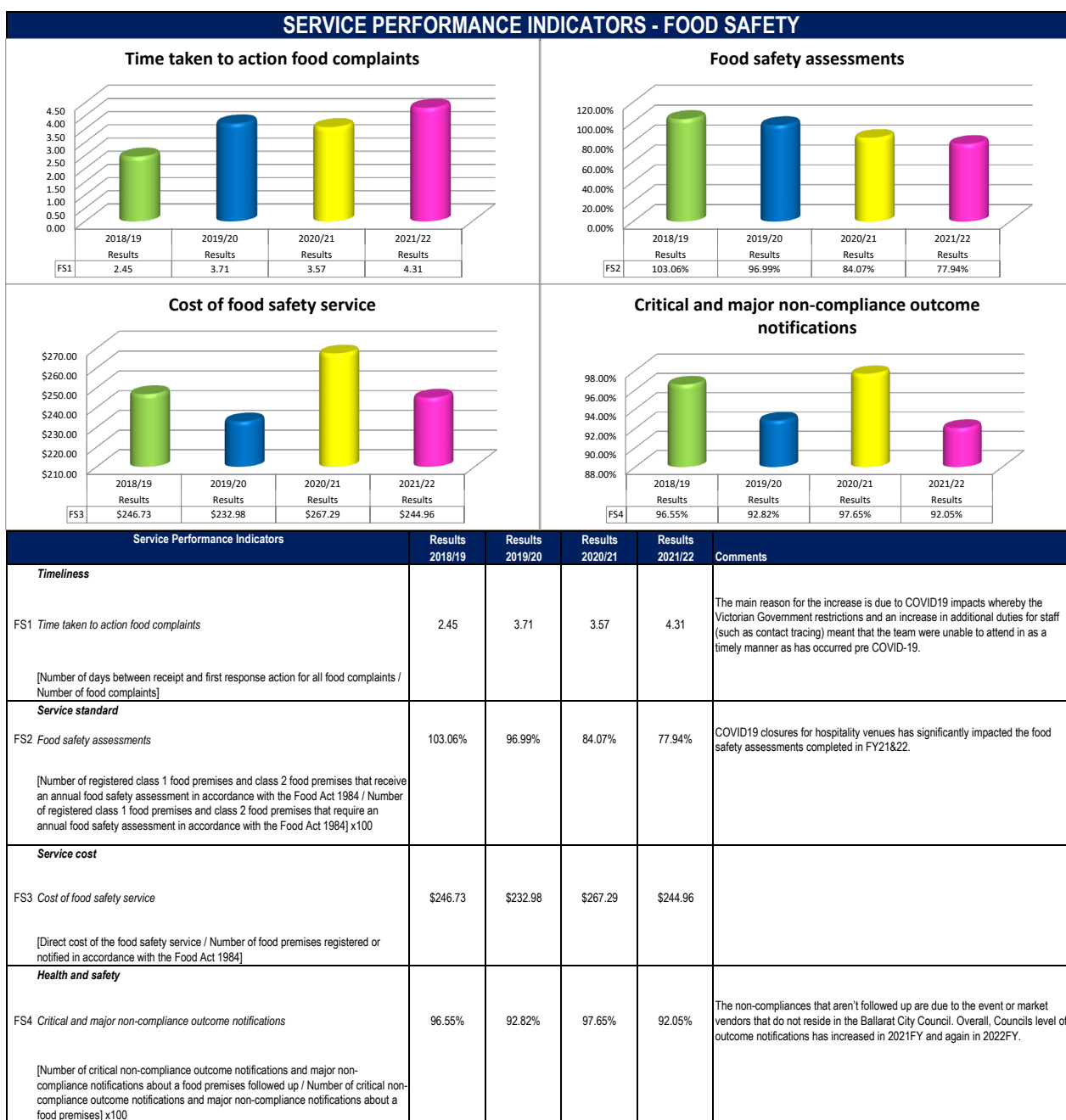
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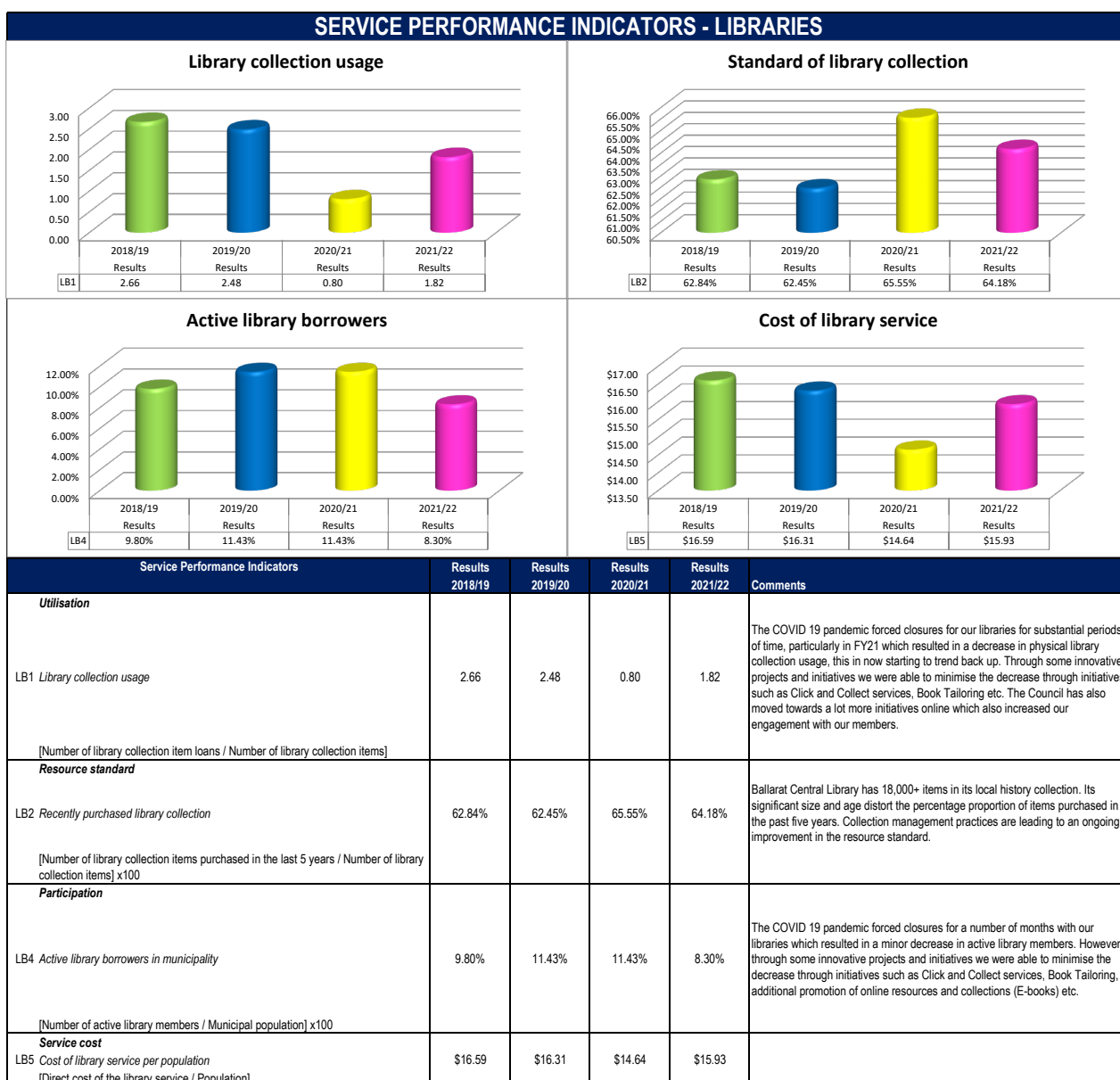
Performance Statement Report
For the Period Ended 31 December 2021

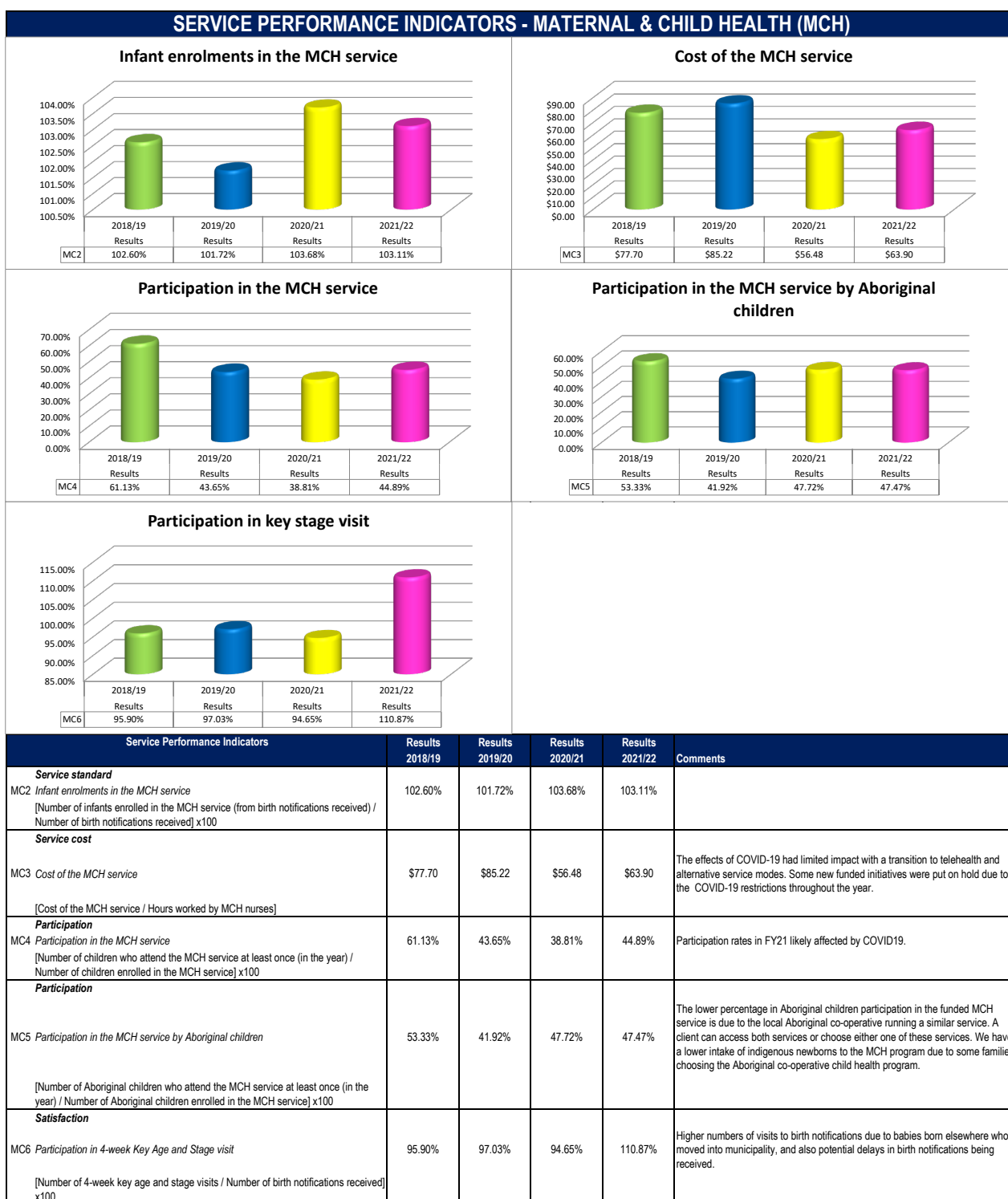




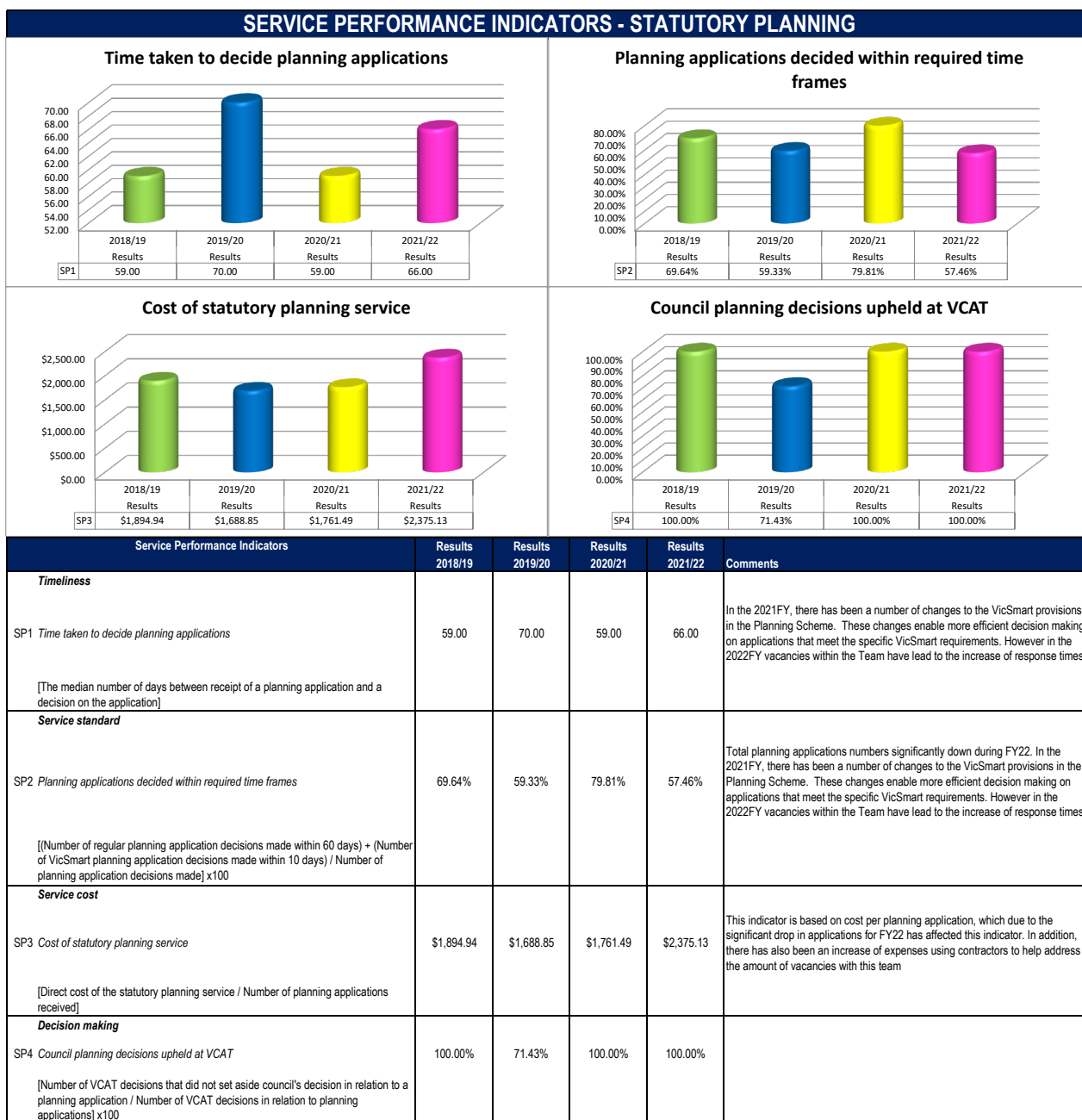


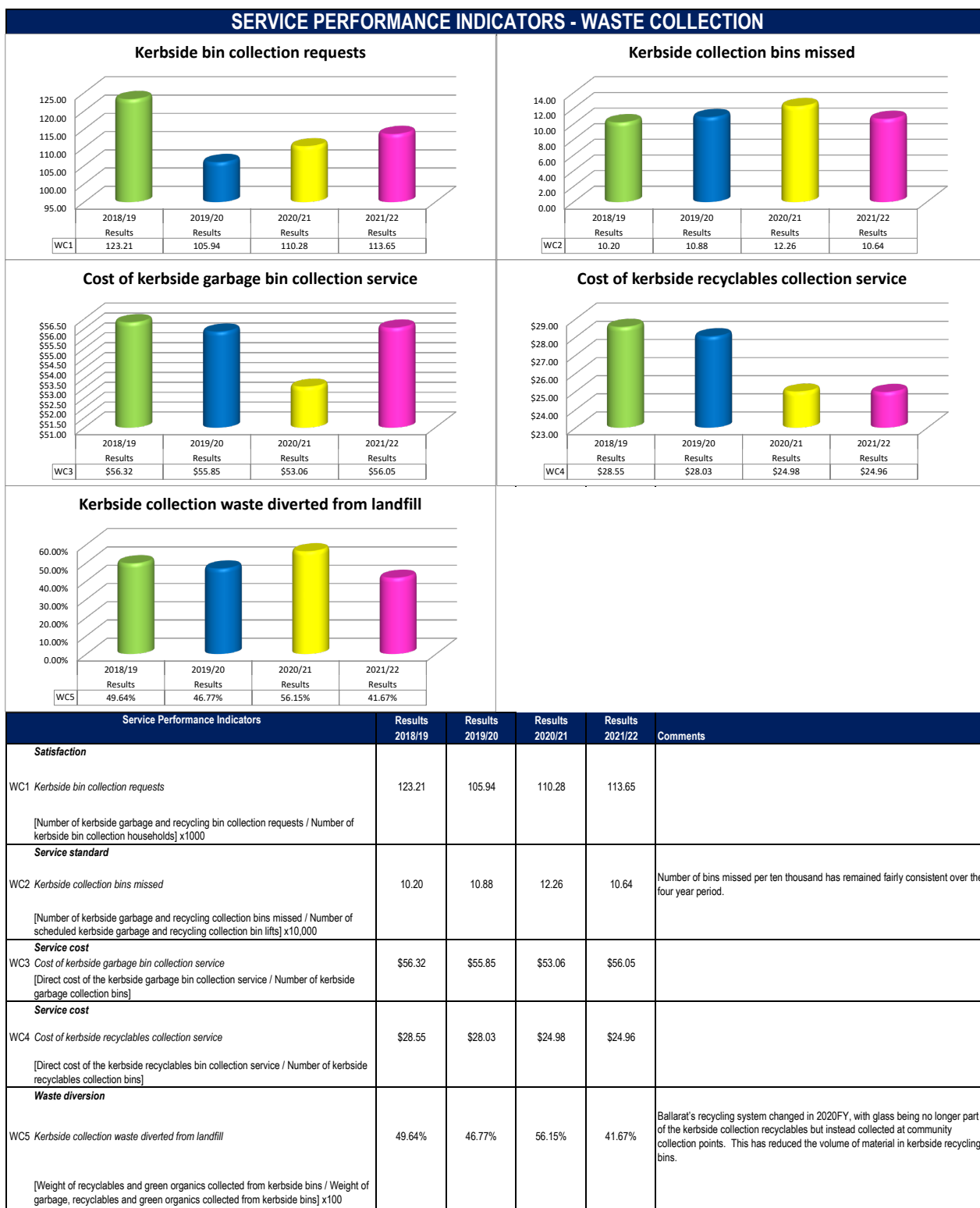
SERVICE PERFORMANCE INDICATORS - GOVERNANCE																									
<p>Council decisions made at meetings closed to the public</p> <table border="1"> <tr><th>Year</th><th>Results</th></tr> <tr><td>2018/19</td><td>17.89%</td></tr> <tr><td>2019/20</td><td>17.93%</td></tr> <tr><td>2020/21</td><td>5.56%</td></tr> <tr><td>2021/22</td><td>2.30%</td></tr> </table> <p>G1</p>		Year	Results	2018/19	17.89%	2019/20	17.93%	2020/21	5.56%	2021/22	2.30%	<p>Satisfaction with community consultation and engagement</p> <table border="1"> <tr><th>Year</th><th>Results</th></tr> <tr><td>2018/19</td><td>58.90</td></tr> <tr><td>2019/20</td><td>59.50</td></tr> <tr><td>2020/21</td><td>63.60</td></tr> <tr><td>2021/22</td><td>55.40</td></tr> </table> <p>G2</p>				Year	Results	2018/19	58.90	2019/20	59.50	2020/21	63.60	2021/22	55.40
Year	Results																								
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<p>Councillor attendance at council meetings</p> <table border="1"> <tr><th>Year</th><th>Results</th></tr> <tr><td>2018/19</td><td>70.94%</td></tr> <tr><td>2019/20</td><td>93.83%</td></tr> <tr><td>2020/21</td><td>100.00%</td></tr> <tr><td>2021/22</td><td>95.56%</td></tr> </table> <p>G3</p>		Year	Results	2018/19	70.94%	2019/20	93.83%	2020/21	100.00%	2021/22	95.56%	<p>Cost of governance</p> <table border="1"> <tr><th>Year</th><th>Results</th></tr> <tr><td>2018/19</td><td>\$22,098.60</td></tr> <tr><td>2019/20</td><td>\$24,021.18</td></tr> <tr><td>2020/21</td><td>\$20,357.17</td></tr> <tr><td>2021/22</td><td>\$21,580.14</td></tr> </table> <p>G4</p>				Year	Results	2018/19	\$22,098.60	2019/20	\$24,021.18	2020/21	\$20,357.17	2021/22	\$21,580.14
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Year	Results																								
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Service Performance Indicators		Results 2018/19	Results 2019/20	Results 2020/21	Results 2021/22	Comments																			
Transparency																									
G1	<i>Council decisions made at meetings closed to the public</i>	17.89%	17.93%	5.56%	2.30%	In the past two financial years all tenders were put into the public resolutions of Council which had been considered at a closed meeting in the past. This change is the main factor in a significantly reduced percentage of decisions made in meetings closed to the public. Over the prior years, meeting procedures and contracts committee have varied the percentages of resolutions made in the closed to the public sessions.																			
[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																									
Consultation and engagement																									
G2	<i>Satisfaction with community consultation and engagement</i>	58.90	59.50	63.60	55.40	Ballarat City Council adopted a new Community Engagement Policy in February 2021, which will guide future engagement practices.																			
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement																									
Attendance																									
G3	<i>Councillor attendance at council meetings</i>	70.94%	93.83%	100.00%	95.56%																				
[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																									
Service cost																									
G4	<i>Cost of elected representation</i>	\$22,098.60	\$24,021.18	\$20,357.17	\$21,580.14	Due to COVID19 lock-downs and travel restrictions, there has been slightly less expenditure incurred over the past two years.																			
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]																									
Satisfaction																									
G5	<i>Satisfaction with council decisions</i>	55.00	55.80	61.90	57.70																				
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]																									



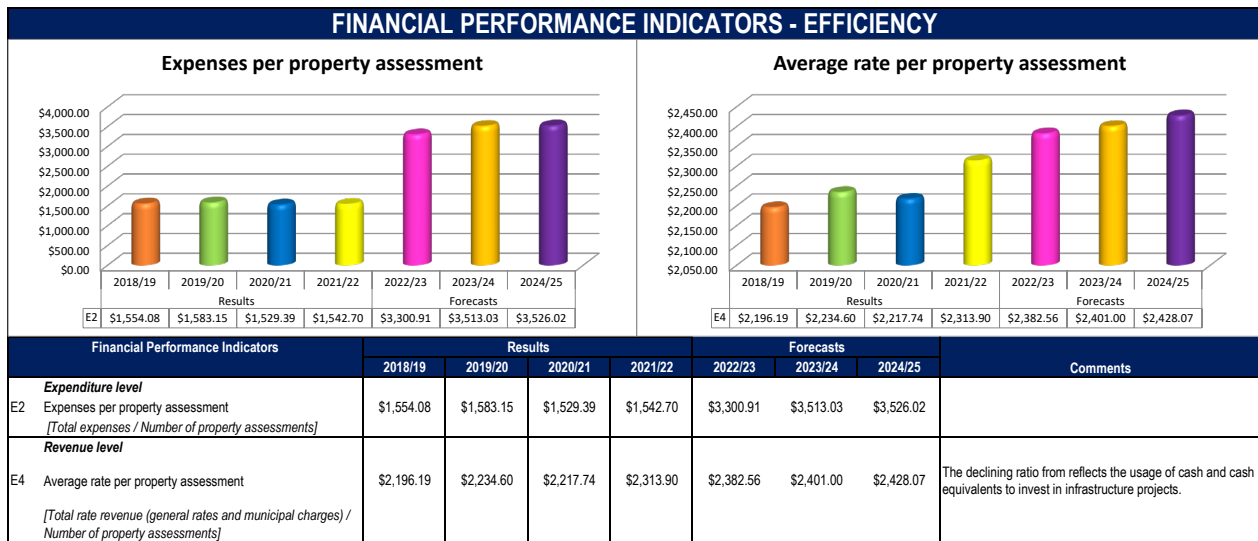


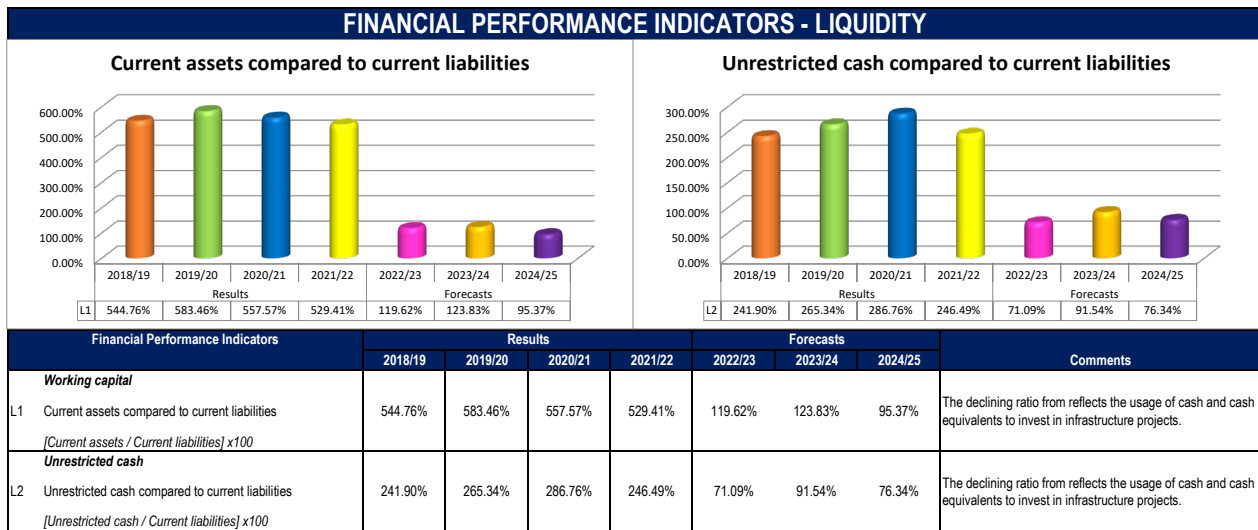
SERVICE PERFORMANCE INDICATORS - ROADS																									
<p>Sealed local road requests</p> <table border="1"> <tr> <th>Year</th> <th>Results</th> </tr> <tr> <td>2018/19</td> <td>24.11</td> </tr> <tr> <td>2019/20</td> <td>39.77</td> </tr> <tr> <td>2020/21</td> <td>54.19</td> </tr> <tr> <td>2021/22</td> <td>86.05</td> </tr> </table>		Year	Results	2018/19	24.11	2019/20	39.77	2020/21	54.19	2021/22	86.05	<p>Sealed local roads maintained to condition standards</p> <table border="1"> <tr> <th>Year</th> <th>Results</th> </tr> <tr> <td>2018/19</td> <td>99.77%</td> </tr> <tr> <td>2019/20</td> <td>99.78%</td> </tr> <tr> <td>2020/21</td> <td>99.83%</td> </tr> <tr> <td>2021/22</td> <td>99.78%</td> </tr> </table>				Year	Results	2018/19	99.77%	2019/20	99.78%	2020/21	99.83%	2021/22	99.78%
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<p>Cost of sealed local road reconstruction</p> <table border="1"> <tr> <th>Year</th> <th>Results</th> </tr> <tr> <td>2018/19</td> <td>\$139.46</td> </tr> <tr> <td>2019/20</td> <td>\$226.48</td> </tr> <tr> <td>2020/21</td> <td>\$186.35</td> </tr> <tr> <td>2021/22</td> <td>\$160.31</td> </tr> </table>		Year	Results	2018/19	\$139.46	2019/20	\$226.48	2020/21	\$186.35	2021/22	\$160.31	<p>Cost of sealed local road resealing</p> <table border="1"> <tr> <th>Year</th> <th>Results</th> </tr> <tr> <td>2018/19</td> <td>\$0.00</td> </tr> <tr> <td>2019/20</td> <td>\$0.00</td> </tr> <tr> <td>2020/21</td> <td>\$0.00</td> </tr> <tr> <td>2021/22</td> <td>\$0.00</td> </tr> </table>				Year	Results	2018/19	\$0.00	2019/20	\$0.00	2020/21	\$0.00	2021/22	\$0.00
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Service Performance Indicators		Results 2018/19	Results 2019/20	Results 2020/21	Results 2021/22	Comments																			
Satisfaction of use																									
R1	Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	24.11	39.77	54.19	86.05	Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker then prior years and in turn delay jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year.																			
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	99.77%	99.78%	99.83%	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]	\$139.46	\$226.48	\$186.35	\$160.31	Impacted by weather conditions which has delayed some construction during the winter and spring months.																			
Service Cost																									
R4	Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$0.00	\$0.00	\$0.00	\$0.00	The resealing program occurs generally in January/February so expect this to increase in the near future																			
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]	58.60	59.60	55.70	51.50	Over the last 2 years there has been above average rainfalls leading to deterioration in roads quicker then prior years and in turn delaying jobs that were scheduled when its too wet to be able to complete the required jobs. This has resulted in an increase of requests especially in the second year which would lead to the decreased satisfaction.																			

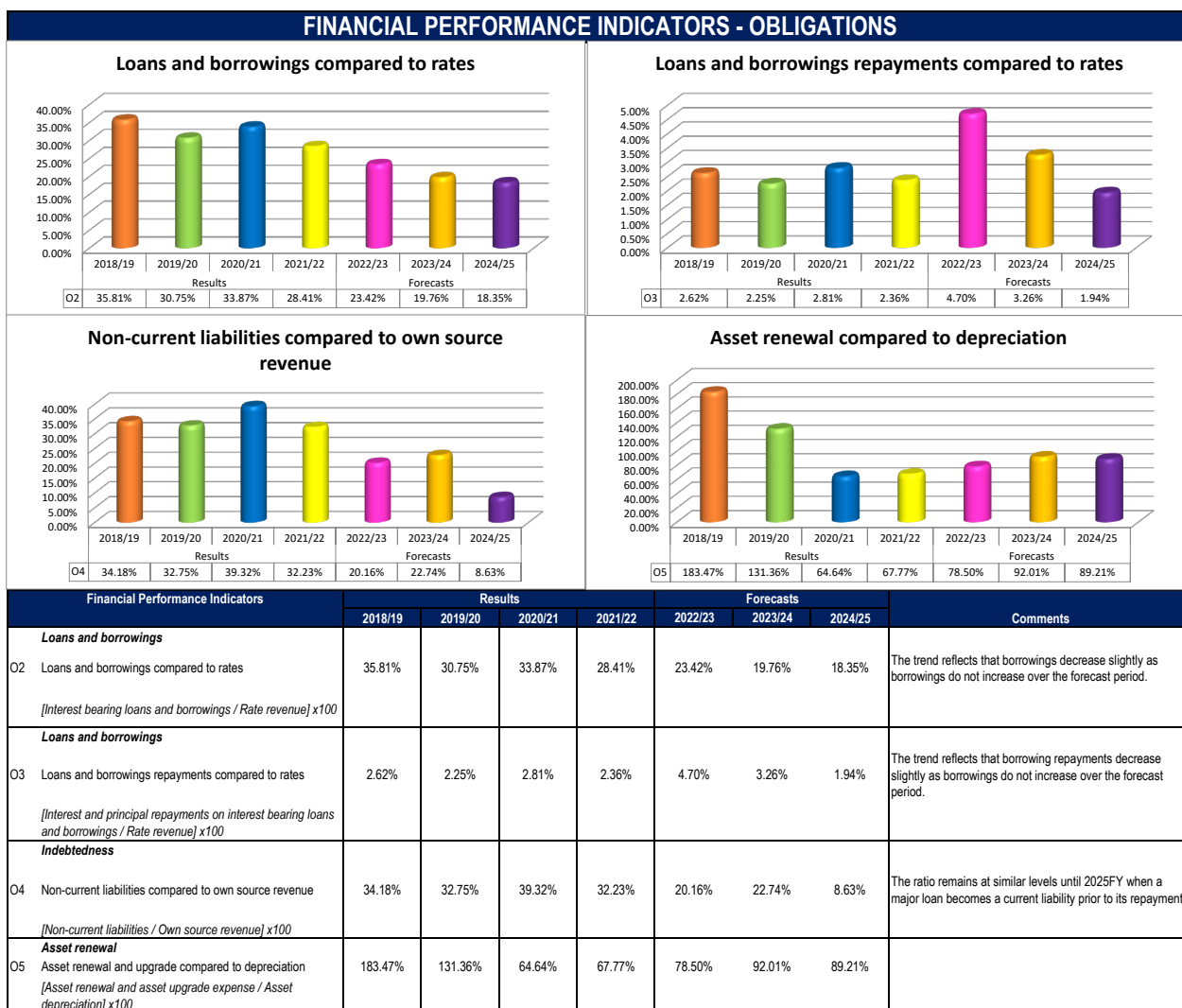


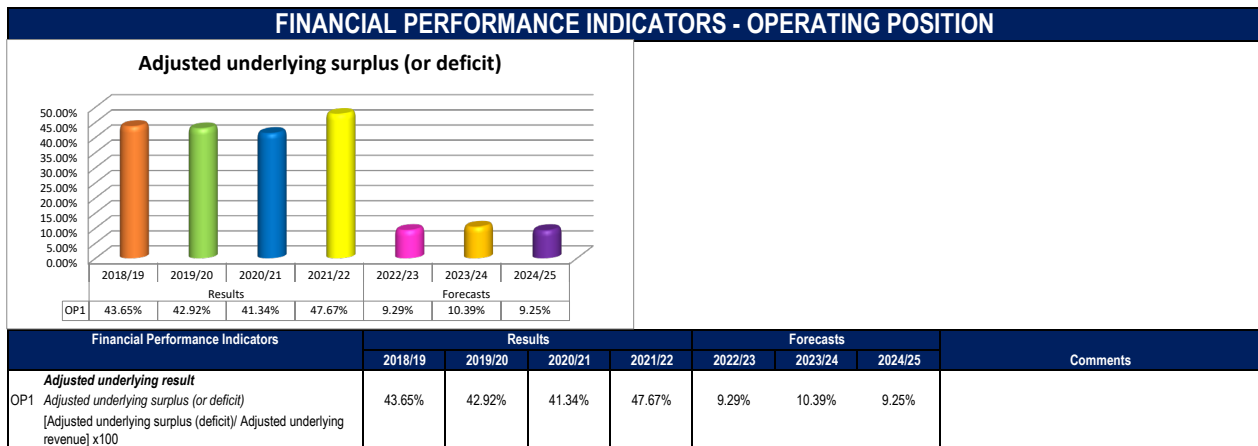


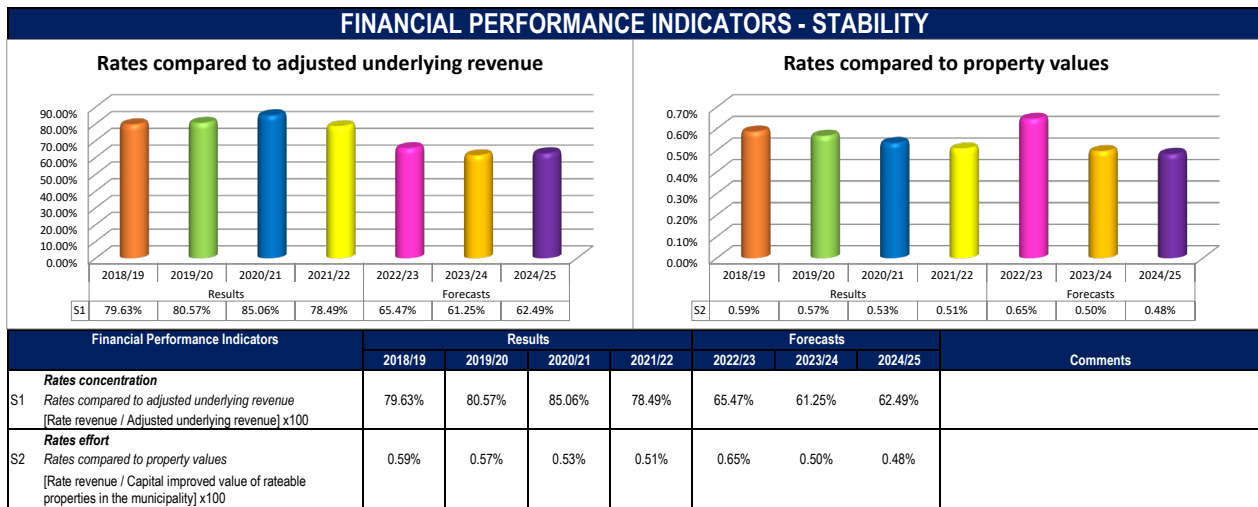
SUSTAINABLE CAPACITY INDICATORS																				
Expenses per head of municipal population <table border="1"> <tr> <td>2018/19 Results</td> <td>2019/20 Results</td> <td>2020/21 Results</td> <td>2021/22 Results</td> </tr> <tr> <td>\$782.00</td> <td>\$826.68</td> <td>\$782.81</td> <td>\$800.96</td> </tr> </table>		2018/19 Results	2019/20 Results	2020/21 Results	2021/22 Results	\$782.00	\$826.68	\$782.81	\$800.96	Infrastructure per head of municipal population <table border="1"> <tr> <td>2018/19 Results</td> <td>2019/20 Results</td> <td>2020/21 Results</td> <td>2021/22 Results</td> </tr> <tr> <td>\$12,259.71</td> <td>\$13,237.21</td> <td>\$12,986.21</td> <td>\$14,739.16</td> </tr> </table>			2018/19 Results	2019/20 Results	2020/21 Results	2021/22 Results	\$12,259.71	\$13,237.21	\$12,986.21	\$14,739.16
2018/19 Results	2019/20 Results	2020/21 Results	2021/22 Results																	
\$782.00	\$826.68	\$782.81	\$800.96																	
2018/19 Results	2019/20 Results	2020/21 Results	2021/22 Results																	
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Sustainable Capacity Indicators																				
	Results 2018/19	Results 2019/20	Results 2020/21	Results 2021/22	Comments															
Population																				
C1 Expenses per head of municipal population <i>[Total expenses / Municipal population]</i>	\$782.00	\$826.68	\$782.81	\$800.96																
Population																				
C2 Infrastructure per head of municipal population <i>[Value of infrastructure / Municipal population]</i>	\$12,259.71	\$13,237.21	\$12,986.21	\$14,739.16																
Population																				
C3 Population density per length of road <i>[Municipal population / Kilometres of local roads]</i>	74.76	73.16	76.72	75.71																
Own-source revenue																				
C4 Own-source revenue per head of municipal population <i>[Own-source revenue / Municipal population]</i>	\$1,259.25	\$1,336.67	\$1,225.98	\$1,325.46	The 2021 decline in own source revenue per population ratio is due in part to Councils facilities being closed due to COVID-19.															
Recurrent grants																				
C5 Recurrent grants per head of municipal population <i>[Recurrent grants / Municipal population]</i>	\$128.49	\$111.59	\$108.49	\$122.89																
Disadvantage																				
C6 Relative Socio-Economic Disadvantage <i>[Index of Relative Socio-Economic Disadvantage by decile]</i>	4.00	4.00	4.00	4.00																
Workforce turnover																				
C7 Percentage of staff turnover <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	5.2%	2.8%	14.4%	5.8%	The higher level of staff turnover in 2021FY has been driven by organisational restructures during the year.															











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Goal 1: An environmentally sustainable future

1.1 Transition towards zero emissions

2122.1.1.1	Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency		In progress	Methane capture ongoing at Ballarat Regional Landfill. Solar installations commissioned at Girrabanya Childcare Centre, Wendouree Children’s Centre and Sebastopol Library. Work to commence on Green Vehicle business case in February 2022
2122.1.1.2	Through the City of Ballarat’s Sustainability and Education Officer scope an education strategy to provide for enhanced sustainability outcomes in the community		In progress	Recruitment of Sustainability Strategy and Education Officer will commence in new year. Education Strategy scope to be completed late in 21/22
2122.1.1.3	Commit to continue our sponsorship of Smart Living Ballarat (SMB) to partner with the City of Ballarat to deliver sustainability education to community		Completed	Agreement extended. Sponsorship payment paid on 20 October 2021
2122.1.1.4	Develop and implement a project charter and project plan to progress with the Net Zero Carbon Emissions Plan		In progress	Project plan complete, Consultant engaged to develop Net Zero Carbon Emissions Plan. Work has commenced and an increased community engagement process included with the final Plan now to be completed October 2022
2122.1.1.5	Attend working groups or other relevant forums to identify opportunities to better support the Grampians Roadmap to Zero Emissions Plan		In progress	We have identified the opportunity to support the Grampians Roadmap by including it in our review for developing the Ballarat Zero Emissions Plan.



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2122.1.1.6 **Engage with key stakeholders and community to help deliver the Net Zero community emissions target**



In progress

Stakeholder engagement commenced January 2022 with Community Engagement and consultation on the draft Net Zero community emission plan to occur in May 2022.

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1.2 Transition towards zero waste

2122.1.2.1	Develop the Kerbside Transition Plan commensurate with the state-wide reforms of the Recycling Victoria Policy 2020, and in collaboration with neighbouring Councils and the Grampians Central West Waste and Resource Recovery Group (GCWWRRG)		In progress	Draft Kerbside Transition Plan submitted to DELWP. Kerbside Reform Support Fund Agreement has been signed. Roadmap for FOGO and Glass Services to be developed by June 2022
2122.1.2.2	Review and update service delivery master plans for all environmental services in line with state and national policy reforms and updated growth projections		In progress	Masterplan for Landfill commenced in Dec 2021.
2122.1.2.3	Modernise and future proof environmental data systems to report against service delivery key performance indicators		Not yet started	ICT resource currently being recruited, to commence in Feb/March 2022
2122.1.2.4	Complete construction of cell one at the Ballarat Regional Landfill and plan for new airspace as required		Completed	Works complete and approved by EPA

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2122.1.2.5 Continue with projects that support development of the circular economy



In progress

Materials Recycling Facility – Land negotiations with Development Victoria ongoing, Advocacy program launched in early October 2021
 Support for private sector opportunities to develop in the Circular Precinct are ongoing, including Energy Recovery (W2E)
 Circular Ballarat was launched on 9 September 2021, including two programs to help support Ballarat businesses work toward building a circular economy:
 ASPIRE – an online marketplace provides a matching service for businesses to purchase or exchange resources that would otherwise be discarded and end up in landfill.
 Ready, Set, Grow! Business Development Program – to build capacity for Ballarat businesses to identify and activate circular economy growth opportunities

2122.1.2.6 Work with stakeholders including the Victorian Government and the regional waste group to enhance the knowledge and education of our community with regard to waste and circular economy












In progress

Materials Recycling Facility – Land negotiations with Development Victoria ongoing, Advocacy program launched in early October 2021
 Circular Ballarat was launched on 9 September 2021, including two programs to help support Ballarat businesses work toward building a circular economy:
 ASPIRE – an online marketplace provides a matching service for businesses to purchase or exchange resources that would otherwise be discarded and end up in landfill.
 Ready, Set, Grow! Business Development Program – to build capacity for Ballarat businesses to identify and activate circular economy growth opportunities

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<p>2122.1.2.7</p>	<p>Support the community and business to reduce waste generation and improve the quality and contamination levels of waste and recycling streams</p>	 <p>In progress</p>	<p>Completed:</p> <p>17 August 2021 - Facebook post Pass on Glass recycling collection system promotion</p> <p>27 September 2021 - Facebook post addressing contamination in recycling bins of DIY refuse during the pandemic. The “don’t dump your DIY junk”</p> <p>6 October 2021 - Facebook post about what can be placed in yellow bin and addressing a spike in eWaste, food waste, textiles soft plastics, timber,</p> <p>13 October 2021 - Facebook Post about what metals can go into your yellow-lid recycling bin and what cannot.</p> <p>20 October 2021 - Facebook Post about recycling contamination (building materials) published</p> <p>20 October 2021 - The City of Ballarat Waste Services Team will be joining Smart Living Ballarat for a presentation on the importance of reducing contamination in the yellow-lid recycling bin and reducing waste in landfill.</p> <p>2022 Engagement Plan currently being produced</p>
<p>2122.1.2.8</p>	<p>Identify product stewardship initiatives with local industries</p>	 <p>Not yet started</p>	<p>Not yet started</p>
<p>2122.1.2.9</p>	<p>Identify opportunities for integrated waste management in new housing developments</p>	 <p>In progress</p>	<p>Waste Management Plan Guidelines for multi-unit developments will be completed by June 2022.</p>

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2122.1.2.10	Identify opportunities to trial innovation in road construction using in situ materials and recycled materials		Ongoing	This is an ongoing concern for the City. Innovation continue in 2022 with the first time use of Boral products in asphalt substitute road surfacing. Products called Innovo and Plastiphalt will be trialled in 2022 and more wide spread use of Terra liquid will be used in our rural road rehabilitation program
2122.1.2.11	Identify opportunities to trial alternative waste collection and treatment techniques in a new subdivision		In progress	Work to identify opportunities to trial a central repository/collection points in a new medium or high density multi-unit dwelling subdivision, on hold will recommence in April 2022 Waste Management Plan Guidelines for multi-unit developments will be completed by June 2022.
2122.1.2.12	Create a taskforce with key stakeholders to address the issues of litter and rubbish dumping		Completed	Taskforce created including City of Ballarat (Waste & Environment, Compliance, Operations, Infrastructure, Major Developments), EPA and the Waste & Resource Recovery Group.
2122.1.2.13	Explore waste reduction options for Children's Services program		Ongoing	Waste reduction strategies and continue to be explored.

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1.3 Support Communities to be adaptive and resilient to a changing climate

2122.1.3.1	Report on our solar energy output and savings on City of Ballarat facilities, and continue to rollout installations at other sites		In progress	Solar installations completed at Girrabanya Childcare Centre, Wendouree Children's Centre and Sebastopol Library. Design completed for city library, to be delivered as part of refurbishment project
2122.1.3.2	Undertake a gap analysis of best practice climate adaptation embedment into the City of Ballarat's key plans and work practices		Not yet started	To commence in March 2022
2122.1.3.3	Undertake annual tree planting as per the Urban Forest Plan to meet 40 per cent tree canopy cover		In progress	Works continuing on an annual basis. New tender being awarded for the planting of 1340 trees annual and other plantings outside of this contract to assist with Council targets
2122.1.3.5	Partner with Central Highlands Water to explore options for use of recycled water at selected sporting reserves		Completed	Inception meeting with CHW occurred November to identify opportunities. Business cases developed and submitted to 22/23 budget process
2122.1.3.6	Develop Climate Change into Emergency Management Sector Report		In progress	Council has participated in the Grampians Regional Adaptation Snapshot. The information gathered through the Grampians climate change adaptation gap analysis will inform priorities for action under the Supporting our Regions to Adapt program. The impact of climate change on emergencies will be a topic of discussion during the redrafting of the Municipal Emergency Management Plan which is due for review in September by the committee.
2122.1.3.7	Develop Community Garden Policy and Guidelines		Not yet started	Policy and guidelines will commence development early in 2022.

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1.4 Provide lower carbon transport options

<p>2122.1.4.1</p>	<p>In conjunction with the objectives of the Integrated Strategic Transport Plan, identify future capital works that help to best deliver lower carbon transport options</p>		<p>Ongoing</p>	<p>The City continues to work in partnership with the Department of Transport in delivering more cycle paths for the City in 2021/22.</p>
<p>2122.1.4.2</p>	<p>Deliver planned annual capital projects that expand the city's footpath and bicycle path networks</p>		<p>In progress</p>	<p>The City is mid-way in delivering its largest ever footpath program for the City with \$2.5M worth of new footpaths being constructed in the 2021/22 FY.</p>

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1.5 Improved stewardship of our natural resources and protection and enhancement of biodiversity

2122.1.5.1	Scope a comprehensive State of the Environment Report that represents the municipality		Not yet started To commence in Feb/March 2022
2122.1.5.2	Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat		In progress 2 new natural resource officers have commenced. Program and calendar of works to be developed to assist this service.
2122.1.5.3	Develop policy guidance on biodiversity and natural resources management		Not yet started To commence Feb/March 2022

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1.6 Adopt more sustainable practices for our core business

2122.1.6.1	Review and update mechanisms to understand and consider real environmental costs when evaluating projects, contracts and services		In progress	Scope developed and work to commence in February 2022. Revised Procurement Policy to be presented to Council May 2022
2122.1.6.2	Enhance the Procurement Policy to enhance sustainability outcomes		In progress	Scope developed and work to commence in February 2022. Revised Procurement Policy to be presented to Council May 2022
2122.1.6.3	Scope and develop an Environmental Management System for managing environmental risk and enhance compliance		In progress	To commence in Feb/March 2022
2122.1.6.4	Construct more sustainable infrastructure through design, use of alternative materials and technology innovation		In progress	New composite pedestrian bridge has been designed and is currently being fabricated ready for installation in 2022.
2122.1.6.5	Pursue road construction techniques with less reliance on virgin quarry materials and more sustainable practices		Ongoing	The City has successfully trialed new products such as Terra Liquid 3000 in the rehabilitation of rural roads. A continuation of this program will continue in 2022 which reuses insitu materials to rehabilitate a rural road.

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Goal 2: A healthy, connected and inclusive community

2.1 Provide a socially equitable response to municipal growth and change

2122.2.1.1	Develop and deliver priorities from a four year Age-Friendly Ballarat Strategy to ensure our community is accessible for all residents.		In progress	Age-Friendly Ballarat strategy is currently in development. Community consultation will be undertaken between February and April 2022, with the final strategy to be presented to Council by June 2022'
2122.2.1.2	Deliver upgrade to Sebastopol South Kindergarten		Not yet started	Not yet started
2122.2.1.3	Plan for the development of the Early Parenting Centre		In progress	Project led by Victorian Health Building Authority. City of Ballarat participants in community advisory meeting however no meetings have been convened during this quarter.
2122.2.1.4	Implementation of Active Women and Girls Strategy initiatives		Ongoing	Strategy in final year. Tasks being reviewed as directed by Action Plan
2122.2.1.5	Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub		In progress	A request for tender has now closed and an architect has been selected to produce concept plans for a future Wendouree Library. Delacombe Town Centre Library and Community Hub work is also in progress.
2122.2.1.6	Develop and deliver priorities from a new four year Municipal Early Years Plan to ensure our community is inclusive of and accessible for children		In progress	Draft plan to be presented to Council in March 2022.

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2122.2.1.7 Administer the Community Impact Grant and Strategic Partnership Grant programs



Ongoing

Funding agreements were signed and payments made for the eight organisations that received funding in Round 1 of the Community Impact Grants. Thirty-two applications were received and 16 were successful in gaining funding in Round 2 of the Community Impact Grants. Approximately 44 per cent of the 21/22 budget has been allocated to date.

Of the six applications received for the Strategic Partnership Program in August 2021, three were granted funding by Council. Funding agreements are currently being finalised. Approximately 95 per cent of the budget allocated to Strategic Partnerships in 21/22 has been allocated to date.

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2.2 Enhance social cohesion, address isolation and loneliness, and support vulnerable communities

2122.2.2.1 Implement the Ballarat Aquatic and Lifestyle Centre inclusion program



In progress

Participated in the Disability Advisory Committee meeting in December to gather feedback of people's experience of BALC, and suggestions for inclusion going forward.
 Have requested to speak at the 2nd LGBTQI+ committee meeting in March.
 Working with Grampians Integrated Cancer Services to trial a pilot community exercise program for people undergoing/recovering from cancer treatment.
 Discussions with Councils Youth Services team regarding potential future programming & employment opportunities for young people.
 Discussions with external stakeholders have taken place regarding employment pathways for emerging or established Culturally and linguistically diverse communities in Ballarat.
 Continued to provide Supported Playgroups with in kind use of space at BALC. This has led to some parents enrolling children into swimming or gymnastics programs and using the pools for recreational swimming/play.

2122.2.2.2 Continue delivery of the Ageing Well Social Connections program



Ongoing

COVID restrictions have presented challenges to many of our planned activities. Th team have redesigned activities to be held outdoors at Mt Pleasant Reserve utilising the Seniors Exercise equipment and the other resources on site. On average attendance by residents has been excellent and our participants are grateful for the opportunities to get together as safely as possible.

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2122.2.2.3	Participate in Ballarat Community Safety Partnership and facilitate an internal community safety working group		Ongoing	Ballarat Community Safety Partnership met in October and December 2021. Social Inclusion working group forum held in October 2021 and met December 2021. Prevention of Violence Against Women working group met October 2021. Sub group of the Community Safety Partnership supported the development of Empowering Communities Grant submission November 2021. City of Ballarat internal working group met in October and December 2021.
2122.2.2.4	Partner with industry, government and across the City of Ballarat to address the systemic and local factors that contribute to the vulnerability of children and families, such as through partnerships with family violence and health promotion organisations		Ongoing	Operational approaches to support vulnerable communities continue through Parent Place, maternal and child health programs and supported playgroups. City of Ballarat is a member of the Central Highlands Integrated Family Violence Committee. Gender equity statement released in November 2021.
2122.2.2.5	Provide programs and support through the Ballarat Animal Shelter		In progress	Through the Domestic Animal Management Plan - continue to provide responsible pet ownership education programs and provide enhanced opportunities to respond to reports of concern relating to pet ownership and pet socialisation in public spaces.
2122.2.2.6	Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory		Not yet started	Not yet started
2122.2.2.7	Review the Statement of Commitment to preventing all forms of violence		Completed	The Prevention of Violence and Gender Equality Leadership Statement was developed by Council's Gender Equality Diversity and Inclusion Committee and launched during the 16 Days of Activism Against Gender-Based Violence. This statement is supported and was launched parallel to Council's Gender Equality Action Plan 2021-2025.



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2122.2.2.8

Provide safety and amenity perspectives on liquor licence applications



In progress

13 referrals received from VCGLR for review and comment. 2 land use planning referrals received for review and comment. Victoria Police comment sought on one application.

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2.3 Support and improve community learning, community health and wellbeing

2122.2.3.1	Implement year one of the Libraries and Learning Strategy		In progress	The draft City of Ballarat Libraries and Learning Strategy 2022–2027 is now on public display for final comment until 10 January 2022. The strategy will be presented for final approval by Council on 23 February 2022.
2122.2.3.2	Implement year one of the Health and Wellbeing Plan 2021–2031		In progress	Working through the requirements of VicHealth health promotion modules which were imbedded into the 2021 – 2031 Health and Wellbeing Plan. Evaluation reports show Sons of the West and Daughters of the West are successfully engaging with the target group of participants. There were significant reductions in feelings of loneliness and psychological distress and improvements in social connections and knowledge, attitudes and behaviours across all areas of health.
2122.2.3.3	Establishment of Maternal and Child Health Sleep and Settling program		In progress	Sleep and Settling program continues with increasing focus on promotion of groups.
2122.2.3.4	Continue to progress Food Strategy 2019–2022 priorities		In progress	Developed a school food garden project to be delivered by Monash students early 2022 – aim is to improve sustainability of school food gardens by encouraging community use. Contacted schools, liaised with Monash Uni and set up project proposal for students.
2122.2.3.5	Implementation of Active Ballarat Strategy initiatives		Ongoing	Ongoing delivery of strategy guided by Active Ballarat Strategy Action Plan

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2.4 Enhance a sense of pride and belonging for residents

2122.2.4.1 Coordinate community engagement for the Spotlight on Sebastopol program



Completed

Deliberative engagement process completed in October 2021. Community Reference Group has now finalised 14 local community projects for implementation throughout Sebastopol via \$5million of funding from the Victorian Government.

- Sebastopol Scoping Project
- Connecting Sebastopol
- Yarrowee River Projects
- Urban Forest Tree Planting
- Victoria Street / Albert Street Engage & Design Project
- Sebastopol Public Art
- Community Garden @ Phoenix College
- MR Power Park Recreation Facilities
- Birdwood Avenue Tree Planting
- Sebastopol RSL Hall Upgrades
- Additional Floodlighting @ St. George's Reserve
- Local History / Walking Map Project
- Victoria Street / Albert Street Construct (post engagement)
- Hertford Street Bike Connection

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2122.2.4.2 Facilitate stakeholder engagement for the Strengthening Wendouree program



In progress

The following project outputs took place during the quarter:

- Council awarded the tender for construction of the community buildings at the reserve
- Media launch of the new BMX Pump Track took place on 9 December 2021
- Groundworks for the installation of soccer floodlights commenced
- x2 Project Control Group and x1 Community Reference Group meetings

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2.5 Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples

<p>2122.2.5.1</p>	<p>Implement year one of the Reconciliation Action Plan</p>		<p>In progress</p>	<p>With the procurement of a consultant, the Reconciliation Action Plan (RAP) redevelopment has commenced with the establishment of the RAP Working Group and the RAP Consultation Plan. Completed the Aboriginal and Torres Strait Islander–Cultural Understanding – E-Learning (7 Modules) for staff.</p>
<p>2122.2.5.2</p>	<p>Recognition through our Recreation Capital Program through our flags and Plaques Installation Plan</p>		<p>In progress</p>	<p>Internal stakeholders being identified to progress this item and understand requirements of flags and plaques, and establishing a hierarchy of what is appropriate at various levels of facilities (eg regional level, local level). Recreation Capital Program for next 3 years has been reviewed for implementation once ready. Priority venues identified but to be confirmed include Mars Stadium, BSEC and BALC.</p>

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2.6 Provide opportunities for children, young people and families

2122.2.6.1	Implement year one of the Youth Strategy		In progress	Developmental model of Youth Strategy presented to Council in Dec 21. Preliminary development work occurring and Contractor to be appointed early 2022 for development of Youth Strategy for Council adoption approx. mid 2022.
2122.2.6.2	Deliver VicHealth Creating environments and opportunities for healthy tweens in Ballarat Program		In progress	Implemented stage 1- healthy drink choices within CoB outdoor pools. Currently undertaking engagement activities to further understand food and drink purchasing behaviour. Implemented branding materials for the CoB VHLGP project. Initiated discussions with Yuille Park Primary School to undergo an active transport mapping project.
2122.2.6.3	Continued provision of Children’s Week activities to celebrate and acknowledge our youngest residents		Ongoing	2021 Children’s Consultation completed and on CoB website. Approximately 150 children participated in the survey asking them about how they connect with friends, what makes a good life and what it means to be healthy. A video has also been developed following interviews with 16 children - these are also included on the CoB website.
2122.2.6.4	Provide work placement, work experience and volunteer opportunities through the Ballarat Animal Shelter		Ongoing	During the pandemic, lockdowns and implementation of restricted activities, there have been limited opportunities to provide work placement, work experience and volunteer opportunities. However with restrictions easing, we will be looking to resume these activities, including school work experience with St. Patrick’s College, work placements and reintroduction of volunteers.
2122.2.6.5	Support the delivery of Job Skills for young people		Withdrawn	The Work Experience Program (for work experience requests and school liaison) is under review by Council’s People and Culture Team. All placements and work experience opportunities are currently on hold until this review is complete.

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2122.2.6.6 **Delivery of the Skate and Active Recreation Program**



Ongoing

Ongoing delivery of Skate framework through Recreation Services Core Capital Plan

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2.7 Support our ageing community

<p>2122.2.7.1</p>	<p>Facilitate co-designed social connections programs through the Ballarat Aquatic and Lifestyle Centre that support and improve the health and wellbeing of residents</p>		<p>Ongoing</p>	<p>The partnership with BALC and our participants continues with the development of new initiatives in planning. The COVID restrictions have limited participation however, everything is on track to recommence in February 2022.</p>
<p>2122.2.7.2</p>	<p>Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities</p>		<p>In progress</p>	<p>The work for accreditation is built into our Ageing Well in Ballarat Strategy and is on track.</p>
<p>2122.2.7.3</p>	<p>Develop and facilitate networks and partnerships in the community to develop opportunities for residents as they age</p>		<p>In progress</p>	<p>The Social Connections team work with multiple networks and volunteer groups to enhance the diversity of social opportunities and interest groups for our residents.</p>

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2.8 Enhance Ballarat as a diverse, inclusive and compassionate community

2122.2.8.1	Develop LGBTIQ+ Inclusion Plan and co-ordinate new LGBTIQ+ Advisory Committee		Ongoing	Nine LGBTIQ+ Advisory Committee members were endorsed by Council at the October 27 Council meeting. An induction session for members was held on November 30 and the first meeting of the Committee is scheduled for February 2022.
2122.2.8.2	Implement universal access training and embed in project planning and delivery		In progress	Links to Universal Access Training has been provided on the internal Access Equity and Inclusion Hub and circulated via the staff newsletter in December 2021. Discussions are underway with People and Culture regarding the curation of learning opportunities for staff. Universal design and accessibility advice was provided this quarter regarding the Bridge Mall redevelopment, Central Library redevelopment, outdoor dining project, the hospital sub-precinct development and the Ballarat Aquatic and Lifestyle Centre.
2122.2.8.3	Develop a Disability Access and Inclusion Plan		In progress	Consultation was undertaken with the Disability Advisory Committee in October regarding the new Disability Access and Inclusion Plan. There is a sense that the current plan continues to be relevant and that a refresh rather than a rewrite may be the appropriate way forward.
2122.2.8.4	Update Social Policy Position Statements in line with legislation and organisational plans		In progress	A new Prevention of Family Violence Position Statement is being developed. An update to the Preventing Gambling Harm Position Statement will be provided following Ballarat City Council's consideration of the Gambling Harm Minimisation Policy.

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2.9 Prepare proactively for emergencies and natural disasters

2122.2.9.1	Facilitate Ballarat's Municipal Emergency Management Planning Committee		Ongoing	Following the change in Legislation in December 2020, one of Council's role is to chair the Municipal Emergency Management Planning Committee. The current chairman is the Executive Manager Engaged Communities. The committee is functioning well with active participation in reviewing and developing plans being undertaken by the core agencies and other invited groups that form the committee.
2122.2.9.2	Undertake fire hazard inspections and other duties as required under the CFA and FRV Act		In progress	Fire Prevention inspections commenced on 24th November 2021. 350 Fire Prevention Notices issued to date. First round of inspections of issued notices completed, 55 found to be non compliant, contractors engaged to complete works. Annual fire prevention works on council land is 95% completed with works ongoing.
2122.2.9.3	Include pets in Emergency Management Plan		In progress	The next Domestic Animal Management Plan is currently in draft, has been out for consultation and is almost ready for Ballarat City Council endorsement. This new Domestic Animal Management Plan will proactively adopt strategies for pet care during emergencies and natural disasters through an emergency management plan for pets and animals in our care during bushfire seasons and other local state emergencies.

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2122.2.9.4 **Coordinate a series of emergency services displays and expos**



Ongoing

An online session was held with Police, CFA and the SES focusing on safety messaging for children. This was part of Children's Week Activities and a first of its type held locally.

Topics covered included

- Role of an Emergency Service Officer (ESO)
- What does an ESO wear
- Knowing the importance of you address/location
- Storm and Flood safety



Covid restrictions have made it difficult to conduct further in person sessions.

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Goal 3: A city that fosters sustainable growth

3.1 Ensure housing supply, diversity and affordability can meet the needs of our growing and changing community

<p>2122.3.1.1</p>	<p>Contribute to affordable and social housing strategies and projects capitalising on opportunities presented by the Big Housing Build.</p>		<p>In progress</p>	<p>Meet with consultants to progress draft Diverse and Affordable Housing strategy. Draft document provided for internal review. Attended relevant meetings for social housing and Big Housing Build project. Provided feedback on the draft Homes Victoria masterplan for</p>
<p>2122.3.1.2</p>	<p>Develop the Ballarat Housing Strategy</p>		<p>In progress</p>	<p>Key inputs into the Ballarat Housing strategy are being finalised including the character study, housing needs analysis and capacity study. It is also expected that the housing Strategy will play a strong role in identifying and determining staging of Ballarat's new growth areas with a decision on the growth areas expected in Feb 2022</p>

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3.2 Facilitate opportunities for infill residential development

2122.3.2.1	Develop a Building Conversion Guide for shop-top living		Not yet started Quote obtained from consultant.
2122.3.2.2	Develop a CBD Urban Design Framework		In progress In order to progress work ahead of the wider CBD UDF, a Bridge Mall UDF and planning controls is being prepared. Consultants have been appointed and a report to Council is planned for April/May 2022.
2122.3.2.3	Develop an Employment Lands Strategy		In progress The draft ELS has been out on consultation and a number of submissions received. A revised ELS that responds to submissions and comments is expected to be presented to Council in May/June 2022



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3.3 Ensure urban growth planning delivers high quality communities

2122.3.3.1 Continued development of required precinct structure plans





In progress

A report to Council on the recommended GA boundaries is expected to be considered in February 2022

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3.4 Ensure environmental sustainability outcomes are embedded in new developments

<p>2122.3.4.1</p>	<p>Develop an Environmentally Sustainable Design (ESD) policy</p>		<p>In progress</p>	<p>CoB is part of group of 28 councils across Victoria who are progressing with preliminary work to embed Environmentally Sustainable Design Policy into the Planning scheme. This partnership with other regional Councils and the State Government will ensure value for money, consistency and certainty regarding ESD policy and a report is expected in the 2nd quarter of 2022</p>
<p>2122.3.4.2</p>	<p>Include Environmentally Sustainable Development principles in precinct structure plans</p>		<p>In progress</p>	<p>Growth Area Planning continues in its early stages. Council is yet to determine the location of Ballarat’s new Growth Areas - Precinct Structure Plans for Growth areas will include Environmentally Sustainable Design principles</p>



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3.5 Achieve better quality sustainable design outcomes in both Council and private developments

<p>2122.3.5.1</p>	<p>Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community</p>		<p>Ongoing</p>	<p>This is an ongoing goal with a number of actions. The following actions have been completed in the previous quarter:</p> <ul style="list-style-type: none"> - recruitment of a dedicated heritage advisor - commitment to establish an Urban Design Panel
<p>2122.3.5.2</p>	<p>Establish a Design Review Panel</p>		<p>Completed</p>	<p>Panel members appointed and endorsed by Council.</p>



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3.6 Unlock potential in major brownfield redevelopment sites

2122.3.6.1

Remediation works for La Trobe Street Saleyards Precinct



Ongoing

Consultant appointed to undertake Geotechnical testing and develop a Rehabilitation Management Plan.

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3.7 Create great precincts and places for people

2122.3.7.1	Review and update the Ballarat Major Events Precinct Plan		Not yet started External funding application pending to deliver BMEP review
2122.3.7.2	Complete an update of the Martyr Busch Reserve Master Plan		Ongoing Consultation and design phase currently being undertaken
2122.3.7.3	Deliver My Neighbourhood Capital Program based on local community priorities		In progress This quarter the My Neighbourhood Program delivered a 3x3 basketball court at Doug Dean Reserve in Delacombe and a storage unit to Lucas Community Garden. Planning and development work is currently being undertaken to improve accessibility of gates at a number of dog parks, to install a shelter, BBQ and 3x3 basketball court at MR Power Park, to install a shelter and seating at Sebastopol Dog Park, and to design a memorial to victim-survivors of sexual assault for Ballarat. More than half of the annual budget has been expended or transferred across to relevant teams for project delivery.
2122.3.7.4	Coordinate Community Safety Infrastructure Grant applications, projects and reporting		In progress Successful in Empowering Communities Grant application to respond to themes identified in the Building Safer Communities Forum undertaken in June 2021. Developing grant application for Building Safer Communities program.
2122.3.7.5	Implement recommendations from the Right to the Night – Health and Education Precinct project		In progress Right to the Night Health and Medical Precinct project evaluation report completed December 2021. This evaluation report has guided the development of the Creating Safer Communities grant application due in February 2022.
2122.3.7.6	Implement recommendations from the City Safe Taxi Rank Evaluation and Community Safety Review		In progress Working groups established to build internal and external capacity for improving community safety and increasing collaboration.

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2122.3.7.7 **Promote regulatory compliance to enhance the amenity of the area by acting on untidy property reports**



In progress

The compliance team is working with the building and construction industry to implement a proactive approach towards well developed construction management plans on our building/construction sites. The compliance team is looking to develop a working group with multiple key council units and other community stakeholders towards a Hoarding and Squalor Policy to develop sustainable strategies to support home/property owners/tenants in addressing hoarding and squalor issues, as well as long standing unsightly property reports

2122.3.7.8 **Deliver a master plan for the Brown Hill Reserve**



In progress

Consultant engaged to undertake feasibility and masterplan development






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Goal 4: A city that conserves and enhances our natural and built assets

4.1 Reduce the renewal gap of our existing assets

2122.4.1.1	Deliver our 10-Year Asset Plan as per the Local Government Act 2020		Not yet started	10 Year Asset Plan is yet to be drafted.
2122.4.1.2	Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans		In progress	The City of Ballarat is currently drafting its first Asset Plan in response to the Local Government Act 2020. Work on the Asset Management Framework, including policy revision, strategy adoption and updating asset plans, will begin in 2022.
2122.4.1.3	Review and update the Building Asset Management Plan		Ongoing	Review in process to develop new Asset Management Strategy and Plan
2122.4.1.4	Finalise our 10-Year Community Infrastructure Plan		In progress	Community Infrastructure Plan in final editing and design phase. Presented to special council briefing in October. 33 capital projects identified over the next 15 years. Draft plan will be presented at a future Council meeting.
2122.4.1.5	Coordinate the delivery of 2021/2022 Community Infrastructure Program		In progress	Successful with two Victorian School Building Authority Building Blocks Grant applications for Sebastopol South Kindergarten and to support the planning for Early Years infrastructure as a result of the legislative changes to three-year-old kindergarten. Two feasibility reports complete to inform scope of projects at Rowan View Kindergarten and Western Oval - Food is Free greenspace. Request for quotes developed for concepts plans at two facilities.
2122.4.1.6	Develop a three-year maintenance program and capital renewal plan based on evidence from the sealed road survey		Completed	Three year maintenance plan and Capital Renewal Plan has been completed as part of the 2020 Sealed Road Condition Report.

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2122.4.1.7	Deliver transport related maintenance programs on roads, footpaths and trails as per our Capital Works Program		Completed Maintenance programs are in place based on asset condition assessments with consideration given to the future Capital Works Program.
2122.4.1.8	Combine Community Infrastructure Planning and Asset Management policies		In progress This process is being incorporated within the development of a new Asset Management Plan.
2122.4.1.9	Maintain community infrastructure database to support evidence-based decision making		In progress Monitoring and review of the database occurred. Updates made to incorporate facilities identified in the Arts and Culture Infrastructure report.

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4.2 Respect, conserve and celebrate our rich heritage

<p>2122.4.2.1</p>	<p>Continue to progress with the Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form heritage controls can better balance heritage and urban change</p>		<p>In progress</p>	<p>The 1st stage of the heritage gaps review has been scoped and will progress before Jun 2022. Subject to budget commitments, further stages of the heritage gaps review will continue over the coming years</p>
<p>2122.4.2.2</p>	<p>Continue to progress World Heritage listing for the Central Victorian Goldfields</p>		<p>In progress</p>	<p>Advocacy prospectus distributed to all relevant state and federal governments MPs, departments and stakeholders. Process to formalise State Government support for the bid is underway.</p>
<p>2122.4.2.3</p>	<p>Advocate for funding to deliver on the Creative City Master Plan</p>		<p>Ongoing</p>	<p>Building Better Regions and other funding applications submitted for projects covered by the Creative City Master Plan. Progressed partnerships with Federation University regarding joint funding opportunities. Several grant applications submitted to State Government bodies, including Creative Victoria, to deliver more tangible elements of the masterplan.</p>

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4.3 Deliver quality and targeted capital works projects to address growth pressures

2122.4.3.1	Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards		In progress	Major initiatives include Charlesworth Street dam wall project in Ballarat East, the Gong Dam wall upgrade in Buninyong, the Mair Street 'super pipe' to Yarrowee River and the Miners Rest flood mitigation plan which includes a storm water treatment package. Projects are progressing and anticipate delivery at various stages over the next three years.
2122.4.3.2	Continue to advocate for upgrades to the Western Highway at Brown Hill and Warrenheip to true freeway standard including connection upgrades to Ballarat's local road network		Ongoing	The City of Ballarat has representation on the Western Highway Action Committee (WHAC), with upgrades to the Western Highway at Warrenheip and Brown Hill identified on the priority list of works.
2122.4.3.3	Advocate for and prepare for an extension of the Ballarat Western Link Road		In progress	Advocacy for Federal and State Government funding continues for the Ballarat Western Link Road as a priority transport connection. Estimates are being prepared to support this lobbying action for delivery of a 14.5 km section of road connecting Western Highway, Remembrance Drive, Ballarat-Cargham Road, Glenelg Highway and Midland Highway
2122.4.3.4	Deliver the facilities Capital Works Program		Ongoing	Continuing to deliver the 2021/2022 Capital Works program
2122.4.3.5	Deliver the 2021/2022 Recreation Capital Works Program		In progress	75% of projects have progressed to construction phase.
2122.4.3.6	Continue the refurbishment of the Ballarat Library		In progress	This project has now almost completed the detailed design phase, the next step is to get the final detailed design costed to ensure that it fits within our budget.

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4.4 Maintain and conserve our open space and natural assets

2122.4.4.1	Develop a Fire Risk Register for City of Ballarat reserves		Ongoing	The Bushfire Fire Mitigation Strategy has been developed identifying current and future works to mitigate fire risks. This document is shared between several City of Ballarat departments responsible for maintenance of councils owned and managed land.
2122.4.4.2	Undertake vegetation clearance around electric lines as per the Electric Line Clearance Regulations		Ongoing	Annual powerline clearance program continuing
2122.4.4.3	Manage trees in accordance with the Tree Management Plan and continue to build our database of tree assets capturing condition		Ongoing	Works being completed to reduce non compliance of Tree Management Plan, database under review with input required from other business unit
2122.4.4.4	Engage with community groups to deliver shared objectives in natural resource management		Ongoing	Continued connections being made with community groups whilst increasing resources and working on shared and agreed outcomes and maintenance practices.

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Goal 5: A strong and innovative economy and city

5.1 Deliver ongoing COVID-19 recovery response across the business and the community

<p>2122.5.1.1</p>	<p>Convene City of Ballarat Pandemic Taskforce as and when required</p>		<p>Ongoing</p>	<p>The Pandemic Taskforce continue to meet on an as needs basis, also communication via teams messaging for less urgent matters or queries has been a handy tool.</p> <p>The Pandemic Recovery committee are meeting regularly reviewing trends for assistance and coordinating responses to those in need. The draft Recovery Plan is being finalised for adoption by the committee.</p>
<p>2122.5.1.2</p>	<p>Deliver streetscaping and infrastructure works in commercial and hospitality focussed areas to facilitate greater usage (for example outdoor dining) and visitation</p>		<p>In progress</p>	<p>The first stage of outdoor dining footpath infrastructure installation was completed, supporting 41 businesses across the city. Stage two commenced.</p> <p>The first streetscaping project was also completed, in Armstrong Street North.</p>

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5.2 Support local business to explore, innovate and adapt to emerging economic opportunities

2122.5.2.1	A program of initiatives to support local business to harness opportunities such as a circular economy business program, and a microbusiness support and networking program.		In progress	The first cohort of businesses completed the Runway Ballarat circular economy business development program. A research project to support the Circular Ballarat Program commenced, in partnership with Circular Economy Victoria. The first round of microbusiness support and networking sessions was delivered by the Ballarat Library. The City of Ballarat’s Community and Business Support Package (Covid-19) grants was extended until June 2022. City of Ballarat is represented on a range of steering committees and taskforces examining future innovation and jobs growth opportunities.
2122.5.2.2	Provide more flexibility around permits and activities in the community and City of Ballarat land that will attract people to support local businesses		In progress	The Local Laws and Compliance team has been supporting initiatives to enhance local business opportunities, such as outdoor dining. The team is also providing support and flexibility through the waiving of fees for activity permits and other local laws permits to provide additional support to our local businesses.
2122.5.2.3	Undertake an audit of existing social enterprises in Ballarat and develop a plan to support growth in this sector		In progress	The first draft of an audit into the current state of the region’s social enterprise sector was completed, with further investigation to continue into 2022. A local social enterprise networking event is planned for March 2022, in support of this.
2122.5.2.4	Work with partners to develop a Community Wealth Building Plan for Ballarat		In progress	A Community Wealth Building workshop was held over two days in December, to provide both City of Ballarat staff and invited community stakeholders with a better understanding of the area as well as an opportunity to start to explore possibilities for Ballarat. Work on a plan will continue into 2022.

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5.3 Actively attract and facilitate new business development and investment to Ballarat

2122.5.3.1 Deliver an investment attraction program for Ballarat, supported by an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat



In progress

Regional Australia Institute’s Regional Activator Alliance membership has provided national exposure to opportunities for bringing skills to the region. A new City of Ballarat marketing campaign and associated website and collateral has been developed to promote opportunities to live, work, study and invest in Ballarat. Economic and market research to inform a targeted investment attraction strategy has been completed. Investment attraction services have been provided to a range of potential investors in Ballarat, as required.

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5.4 Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice

2122.5.4.1	Develop a Sports Events Acquisition Plan		In progress	Both internal & external stakeholder workshops completed. All on track
2122.5.4.2	Deliver our 2021/2022 Events Calendar		Ongoing	All scheduled events in the second quarter have been delivered and detailed planning is underway to ensure all events for third and fourth quarter can be delivered. Staff are closely monitoring the COVID-19 situation and restrictions and will continue to adapt event planning accordingly and management of vaccinated attendees at outdoor public gatherings. The Events Unit continues to implement the Tourism Events Grants Program to incentivise the implementation of events coordinated by the private sector.

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5.5 Actively promote Ballarat as a year-round destination of choice

2122.5.5.1	Implement priorities from the Visitor Economy Strategy 2021–2024		In progress	Commenced with actions around key target markets in place as appropriate around COVID-19 restrictions. Made Of Ballarat publication in The Age 30 October 2021.
2122.5.5.2	Implement priorities from the Ballarat Events Strategy 2018–2028		In progress	Implementation of the Ballarat Events Strategy 2018 – 2028 is proceeding in accordance with the strategy's 10 year time frame. In addition to the delivery of the suite of Council run events, the Events team proactively work to promote Ballarat as a year-round destination by the ongoing development of a vibrant events calendar. This is being achieved by concierging and attracting private sector events to Ballarat, supported by the Tourism Events Grant Fund and the Event Acquisition budget. Acquisition and attraction of new events is proving a slow process, largely due to the uncertainty resulting from COVID-19 and the impact potential restrictions may have on the conduct of events.
2122.5.5.3	Deliver priorities from 2030: A vision for the Eureka Centre		Ongoing	The 2030 Vision is an 'overarching, guiding document' that informs Eureka Centre projects and activities. Although COVID-19 presents significant casual staffing challenges, the second quarter of 2021/22 has seen a continuation of the delivery of Vision priorities such as the increase in school visits and online education and public programming, and temporary exhibitions. The process to identify and contract a café operator is ongoing but near completion.

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5.6 Facilitate increased vibrancy in the CBD and other key business precincts

2122.5.6.1 **Continue to deliver the Bakery Hill Urban Renewal Plan, while assisting traders to take advantage of new opportunities**



In progress

Ballarat City Council formally agreed to progressing with a commercial process for redevelopment of two City of Ballarat owned CBD sites – a key to inner city living and delivery of the Bakery Hill Urban Renewal Plan. Design development of the re-opening of Bridge Mall progressed towards a final concept. Business support package launched, including grants and financial support opportunities for improving facades, investing in heritage buildings and improving accessibility and connection with the streets.

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5.7 Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City

2122.5.7.1 Implement priorities from our Creative City Strategy



In progress

Established and commissioned a Creative Sector Census to evaluate the sustainability of the creative sector. Established a yearly benchmark. Released a progress report card into the outcomes of the 2019–2020 actions of the Creative City Strategy. Ran the second year of Be_Hear/Now music program, supporting emerging musicians and assisting them in professionalising their careers. Continued to provide programmed gallery exhibition space through Art Space, supporting the Ballarat International Foto Biennale, and Unicorn Lane. Commissioned an arts and culture infrastructure report as part of the community infrastructure plan, working towards identifying provision standards for the City as it grows. Ran extensive training programs, providing a wealth of advice from marketing, tax management through to micro-enterprise management. Selected the third commission for the Gallery Annexe Wall temporary art commission. Embedded Creative City outcomes in to the Bridge Mall redevelopment program by driving community design thinking and consultation. Successfully secured funding for a ceramics program between City of Ballarat and Federation University.

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2122.5.7.2 **Survey and measure the number and types of creative businesses in the city in order to measure the impact of the City of Ballarat Creative City Strategy implementation**



Completed

Implementation of the Creative City Strategy helps guide and drive city-wide decision making, supports the emergence of new and underscores existing creative industries, and establishes Ballarat as the home of the sustainable practitioner and business. Key to achieving these outcomes is the base measurement of the creative sector.

Measurement of the creative sector has been completed, which led to the development of a new database of over 1,700 creative people identified at the end of 2020. Ensuing from this action a monthly newsletter has been developed to provide up to date information for the creative sector, mailing out to over 1100 active. A new web based hub of information, has also been developed for creatives, artists, makers, and businesses, attracting over 26,000 visits in 2020.

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Goal 6: A council that provides leadership and advocates for its community




6.1 Ensure the effectiveness and efficiency of City of Ballarat services

2122.6.1.1	Implement service reviews		Not yet started In the first quarter of 2022, the City of Ballarat will develop a Service Review framework for the Organisation
2122.6.1.2	Develop an ICT Strategy 2021–2025		In progress Initial workshops have been held for a ICT Strategy 2021–2025 with the strategy design continuing to occur into early 2022.
2122.6.1.3	Ensure continuous improvement across the organisation		In progress Completed continuous improvement initiatives include the delivery of request automation between the City of Ballarat and suppliers for the delivery of new waste bins to the community. Initiatives currently underway include corporate planning and project management solution implementation, and improvements to data collection applications at the Ballarat Aquatic and Lifestyle Centre and our Smythesdale Landfill.
2122.6.1.4	Deliver the annual Customer Satisfaction Survey		Not yet started The 2022 Annual Customer Satisfaction Survey will be conducted in March.

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6.2 Progress the City of Ballarat as a workplace of choice

2122.6.2.1	Develop the Gender Equity Plan		Completed	Approved by CEO in December 2021 and is now available to staff
2122.6.2.2	Develop the Workforce Plan as per the Local Government Act 2020		Completed	CEO approved December 2021
2122.6.2.3	Implementation of Gender Impact Assessments on relevant plans, policies, programs and services		Ongoing	<p>The Diversity, Access, Equity and Inclusion (DAEI) Reference Group has been formed to provide an avenue for staff to seek input in to Gender Impact Assessments (GIAs) and to foster an intersectional approach to inclusion work. Terms of Reference were endorsed by the group and four meetings have been held this quarter.</p> <p>GIAs and the DAEI Reference Group are standing agenda items on the Gender Equality, Diversity and Inclusion (GEDI) Committee to ensure that there is awareness across the organisation of the requirements for GIAs and a common approach to intersectionality. The need for Gender Impact Assessments has been shared via community engagement training, the staff newsletter and in emails to Key Responsible Officers.</p> <p>Support is being provided in the development of Gender Impact Assessments as requested by Council Teams. GIAs were completed for the Community Infrastructure Plan, the Youth Strategy and the Destination Marketing Plan this quarter. Advice has been sought from teams including Early Years, Marketing, Housing and Infrastructure Planning (Masterplans).</p>

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2122.6.2.4 Deliver the ICT Capital Program



In progress

Capital program is currently underway. A number of roadmaps are currently in design for a number of key components and systems.

2122.6.2.5 Implement year one of The Way Forward program in collaboration with all staff



In progress

- Phase 1
- Planning completed
 - Director and Executive Manager sessions completed.
- Phase 2
- All staff Way Forward engagement sessions completed
 - First quarterly Pulse Survey completed
 - ELT & EMs provided Pulse Survey Briefing
 - All staff provided access to Pulse Survey results
- Phase 3
- Commences January 2022
 - Team reviews of their Pulse Survey result
 - Team, Business Unit actions to be created

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6.3 Advocate on behalf of our community

2122.6.3.1	Develop and implement strong advocacy campaigns for community and Council priorities		Ongoing	Key advocacy priorities have been identified and supporting collateral developed and distributed via a range of communications channels, including opportunities for residents to provide additional input via mySay on several projects. The list of priority projects includes 30 projects that will bring regional, city-wide and local benefits for residents. Two of the projects - community facilities at Miners Rest and Sebastopol - have received multi million dollar funding promises ahead of the state and federal elections.
2122.6.3.2	Develop and implement strong advocacy campaigns for upcoming elections and budgets		Ongoing	Development of the Ballarat. Now and Into the Future 2022 joint city-wide advocacy campaign with eight key stakeholders from across the municipality representing the health, education, business, tourism and advocacy sectors. Six transformational projects have been identified for shared advocacy in the lead up to the federal and state elections.
2122.6.3.3	Continue to apply for grants that will secure external funding for initiatives		Ongoing	Twenty Eight submissions to the value of approximately \$18m, made for all major state and federal government grant programs for which City of Ballarat is eligible to apply during this period. 12 grant applications approved to the total of approximately \$1.5m during this period.

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6.4 Ensure transparency and communicate clearly with our community

2122.6.4.1	Review Community Engagement Policy and associated templates and guidelines		In progress	The Engagement Hub has been updated with resources used in the Community Engagement Basics Training sessions. A full review of the Policy and associated templates and guidelines will take place in 2022.
2122.6.4.2	Review the City of Ballarat online engagement platform mySay		Ongoing	The City of Ballarat has subscribed to the Bang the Table MySay engagement platform for the 2021/22 year, with additional administrative licences to allow for management of an increase in engagement campaigns. The presentation of the landing and project pages has been updated to provide for a better user experience. The platform is continually updated as new projects are added and completed projects archived.
2122.6.4.3	Implement community engagement training for staff		In progress	A multi-unit internal engagement training program is being planned for 2021/22. The first unit delivered was Engagement Basics on November 11, 2021. Two sessions (one online and one in-person) were delivered to a total of 32 staff. Further training will be delivered in 2022 on topics such as 'tech tools for engagement', 'facilitating difficult conversations' and 'online engagement'.
2122.6.4.4	Investigate options to deliver live capital works information to the community		In progress	A trial dashboard to view current and planned capital works is under development as part of the Project Management Office implementation.

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2122.6.4.5 Continue to communicate information through a range of different channels



Ongoing

Through innovative story-telling, considered advice and appropriate communication tools, the City of Ballarat's Communications and Design Team continued to connect, educate and inspire the Ballarat community in an accessible, transparent way. The highlight of the past three-months continued to be the important role the team played in conveying critical messages as the organisation met the challenges of the pandemic's Omicron wave. Through the use of owned channels and traditional media, residents were kept informed of essential services and information that helped maintain confidence in the organisation and calmness in the community.

2122.6.4.6 Continue to release open data and community dashboards



In progress

Currently under development for release to the Community includes a weather dashboard for micro climate sensors across the municipality, a City dashboard containing key metrics about Ballarat, and dashboard displaying our Planning metrics such as applications assessed and currently on advertising.

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6.5 Ensure an innovative and forward-thinking approach to our work

2122.6.5.1	Continue to enhance our ICT systems		In progress	A number of roadmaps are being developed to continue to enhance a number of core components and systems.
2122.6.5.2	Continue to develop the City of Ballarat website to better meet the needs of our community		Ongoing	<p>The Communications and Design team has worked to be innovative and forward-thinking through its ongoing development of the City of Ballarat website. The team has done this through:</p> <ul style="list-style-type: none"> - Engaging with external support to ensure integrity and security of the City of Ballarat website, and increasing content accessibility across the site - Brought the content management of the COB website under the management of the Communications team and assigned a dedicated officer to the ongoing transformation of the city's online presence - Identified priority issues with website content from a customer-focused point of view, and built plans/roadmaps using this perspective to prioritise short and long-term improvement projects - Engaged various business units to identify key responsible officers for website content input and implemented integrated planning for section-by-section website content refresh or overhaul - Built new website sections to directly inform community about COB's services and disruptions, and inform about behind-the-scenes work (Advocacy and Lobbying, e-scooters, project pages such as LED lights, Council's Western Transmission Network Stance, Lake Lighting etc.)
2122.6.5.3	Pilot smart city technologies that will improve services to the community and business operations		In progress	Scoping is currently underway for the monitoring of our active recreation trails and usage, as well as work at the Ballarat Botanic Gardens using sensors to monitoring and report on soil and tree health.

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6.6 Ensure accountability with public resources

2122.6.6.1 Continue to improve our financial processes and systems



Ongoing

Budget Management and Forecast Procedure has been developed to provide a responsible budget management framework. This has been approved by the Executive Leadership Team and has been distributed to staff.
 A Financial Services Support Charter has been developed to outline the organisational service and support from the Financial Services team. This has been approved by the Executive Leadership Team and has been distributed to staff .
 A draft Borrowing Policy has been prepared and will be presented to Council and the community during February and March.

2122.6.6.2 Improve project management practices, processes, systems and reporting across the organisation



In progress

Project Management Office review has been completed and an implementation has been provided to City of Ballarat. Next step to be undertaken in January and February include appointment of a Project Management Office Lead resource, and appointment of transition team.

CITY OF BALLARAT
Council Plan 2021–2025



6.7 Ensure Good Governance and Leadership

2122.6.7.1 Implement new budget process for the 2022/2023 budget



In progress

The budget framework document has been reviewed and further improved with a comprehensive budget timeline adopted by Executive Leadership to ensure a robust process, including community engagement, is undertaken. It is believe this process will result in greater review and accuracy of Council's budget and long term financial planning process.

2122.6.7.2 Implement corporate planning and performance framework, processes, and systems for the organisation



In progress

Officers are currently assessing potential systems for the management and reporting against endorsed strategies and plans, with implementation to occur prior to June 2022.

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Quarterly Finance Report is a Statutory report as per section 97 of the Local Government Act 2020
2. The Council Plan report provides the community with an update on how Council is progressing with the implementation of the adopted Council Plan.

COMMUNITY IMPACT

3. The inclusion of the Quarterly Finance Report in the Council agenda and the availability to the community, increases awareness of the Council's financial position and provides transparency in its financial operations.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

6. The Quarterly Finance Report reports on the Council's ongoing financial viability as at the date of the report 30 September 2021, and its performance against the Council budget for 2021/22.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk implications identified for the subject of the report

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. There is no requirement for community consultation or engagement with this report.

GENDER EQUALITY ACT 2020

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

OFFICIAL

OFFICIAL

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

8.2. CARBON NEUTRALITY PLAN PROGRESS UPDATE

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Les Stokes – Executive Manager Waste and Environment

PURPOSE

1. To provide an update on the progress of implementing the City of Ballarat's Carbon Neutrality and 100% Renewables Action Plan.

BACKGROUND

2. The Carbon Neutrality and 100% Renewables Action Plan was adopted by the Council in 2019, pursuant to the acknowledgement of a climate emergency in 2018.
3. The primary aim of the Action Plan is to provide the pathway for Council to meet its goal of zero net corporate emissions. It also outlines approaches for Council to support the Ballarat community and business to reduce their greenhouse gas (GHG) emissions.
4. The Action Plan includes actions targeting key sources of GHGs emitted from electricity, gas and fuel used by Council facilities and operations, fleet and streetlighting, and from the landfill.
5. This report provides an update of key activities to date, the level of corporate GHG emissions since 2018/2019 and the targeted initiatives for the upcoming financial year (2022-2023).

KEY MATTERS

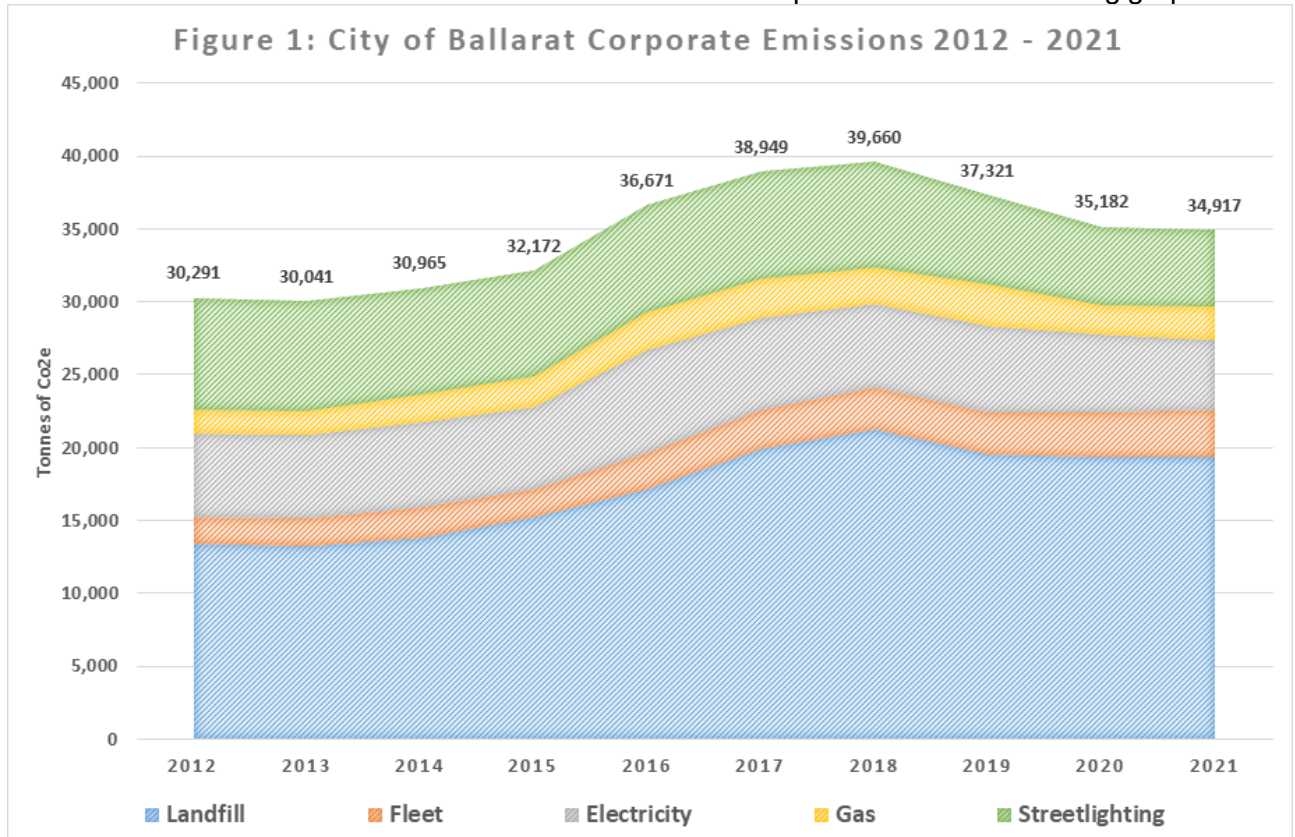
6. Progress on the delivery of actions in the Carbon Neutrality and 100% Renewables Action Plan is tracked by Officers on an ongoing basis and used to develop workplans and budget submissions.
7. The plan contains 61 actions, progress on these actions is summarised in the table below with the status of each specific action provided in **Attachment 1**.

	Action Complete	Ongoing/underway	To commence
No. of actions	3	44	14

8. Whilst many actions are underway, it is important to note that numerous actions contain multiple projects that deliver emission reductions as each project/activity is delivered. For example, the City of Ballarat carried out a number of activities in 2020-2021 that directly or indirectly reduce GHG emissions from its operations and facilities, including signing the Victorian Energy Collaboration (VECO) – Power Purchase Agreement for 100% renewable energy and rooftop solar installations. A full list of these activities is shown in **Attachment 2**.

9. Altogether the emissions that will be avoided as a result of initiatives to date is approximately 15,000 tonnes CO₂-eq annually by 2025. These reductions are due mainly to a decrease in electricity used by Council's facilities and streetlighting, and methane recovery at the landfill.

10. The breakdown of Council's GHG emissions is best represented in the following graph.



11. The graph shows the total GHG emissions from the City of Ballarat reduced from 39,660 tCO₂-eq in 2018 to 34,917 tCO₂-eq in 2021 (Figure 1). Compared to the projected BAU level in the Action Plan, the actual emissions in 2021 was reduced by 7,132 tCO₂-eq.

12. The 2021 emissions comprise:

- 19,397 tCO₂-eq (55.6%) from Landfill,
- 5,203 tCO₂-eq (14.9%) from Streetlighting,
- 4,854 tCO₂-eq (13.9%) from Electricity,
- 3,181 tCO₂-eq (9.1%) from Fleet, and
- 2,282 tCO₂-eq (6.5%) from Gas.

13. Compared to the 2018 level, reductions were achieved in all categories except Fleet. The highest emissions reduction occurred in Streetlighting (28.6%), while the lowest in Landfill and Gas (both 8.8%). Fleet emissions increased about 10% from 2018 to 2021.

14. Emissions from Electricity and Streetlighting will be completely offset by renewable energy through the VECO from 2022.

15. Implementation of the Action Plan will now focus on reducing emissions from Landfill, Fleet and Gas categories. The following are the main activities to be undertaken in 2022-2023 (pending budget approval):

- Development of a Landfill Masterplan, including an assessment of opportunities to maximise gas extraction and renewable energy production.
- Development of an electric vehicle transition plan and initiation of electric vehicle procurement into Council fleet.
- Development of electric vehicle charging infrastructure for Council fleet and public.
- Gas to electric transition and upgrade to all-electric in Council facilities.
- LED retrofitting of heritage and major roads streetlighting.
- Continue solar rollout on Council buildings
- Energy reduction planning for larger more complex facilities (e.g. Aquatic Centre) for action in following years

16. In addition to the delivery of the Action Plan, there are a number of improvements underway that will increase visibility to the work Council is doing to reduce its emissions. These will be completed in 2022 and include:

- Development of a Sustainability section of Council's website to include dashboard reporting of emissions reduction targets and initiatives as well as project specific information
- Development of the Community Net Zero Carbon Emissions Plan
- Scoping an education and engagement strategy to provide for enhanced sustainability outcomes in the community

OFFICER RECOMMENDATION

17. That Council:

17.1 Note the progress in implementing Carbon Neutrality and 100% Renewables Action Plan.

ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. Attachment 1 - Status of Actions [8.2.2 - 10 pages]
3. Attachment 2 - 2020/21 Emission Reduction Projects [8.2.3 - 1 page]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Council Plan provides strong guidance in the delivery of the Carbon Neutrality and 100% Renewables Action Plan, though the following goals and Strategic Objectives.
2. Goal 1: An environmentally sustainable future
 - 1.1 Transition towards zero emissions
 - 1.2 Transition towards zero waste
 - 1.3 Support communities to be adaptive and resilient to a changing climate
 - 1.4 Provide lower carbon transport options
 - 1.6 Adopt more sustainable practices in our core business and operations
3. Goal 3: A city that fosters sustainable growth
 - 3.4 Ensure environmental sustainability outcomes are embedded in new developments
 - 3.5 Ensure better quality sustainable design outcomes in both City of Ballarat and private developments

COMMUNITY IMPACT

4. The Carbon Neutrality and 100% Renewables Action Plan is a significant action across our cultural and sustainability networks in Ballarat with the expectation of Council's active pursuit of the challenging targets which have been set.
5. The Carbon Neutrality and 100% Renewables Action Plan was developed with extensive consultation which has informed the specific actions recommended.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. As the key action under this subject matter, the Carbon Neutrality and 100% Renewables Action Plan is a whole of Council priority and responds to the requirements of the *Climate Change Act 2017*.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. The delivery of initiatives under this plan are not only environmental programs but deliver on significant economic benefit.

FINANCIAL IMPLICATIONS

8. This plan is being delivered within the allocated resources of Council via both the recurrent budget and specific Capital Budget allocations.

LEGAL AND RISK CONSIDERATIONS

9. The plan was developed with a clear risk analysis and each of the initiatives are subject to undertaking a risk profile to inform actions.

OFFICIAL

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HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

11. The Carbon Neutrality and 100% Renewables Action Plan was developed with extensive consultation which has informed the specific actions recommended.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

OFFICIAL

Attachment 1: Status of the Actions in the Carbon Neutrality and 100% Renewable Action Plan

A culture of sustainability within the City of Ballarat		Status	Timeline	Comment
1.1 Behaviour change				
a	City of Ballarat to appoint a Sustainability Officer to drive carbon reduction and renewable energy activities. This action supports many targets/actions in this Action Plan which are not currently resourced	Completed	1 April 2020	
b	Sustainability Officer to Monitor, Evaluate, Report and Improve (MERI) energy and emissions, including periodic independent audit of data.	Under way	Ongoing	Database constantly updated with utilities data from the retailers, and used to estimate emissions
c	Create an internal "Green Team" for positive behaviour change and resource reduction activities	To commence	Late 2022	
d	Develop Environmental Management Awareness training, including Emissions and Renewables, to be delivered in staff and Councillor Inductions.	To commence	2023	Following completion of EDS Policy and Sustainable Procurement Guidelines
e	Identify and lobby for Council staff to attend appropriate forums to gain exposure to best-practice energy efficiency and renewable energy options and foster corporate relationships.	To commence	2023	Following completion of EDS Policy and Sustainable Procurement Guidelines
1.2 Green purchasing		Status	Timeline	Comment
a	Pilot a reciprocal fund with savings from an easily measurable project (e.g. solar electricity installation) reinvested in further initiatives, with a view to expand the reciprocal fund.	Under way	Late 2022	Paper to ELT to reassess
b	Update City of Ballarat tender schedules to include provision for an environmental purchasing policy with a rating scale for assessing green component of contract (e.g. energy, recycling etc.).	Under way	Late 2022	Following completion of the Sustainable Procurement Guidelines
c	Periodically review capital works programs and factor budget to implement key energy audit recommendations, actions within this plan, and other opportunities as they arise.	Under way	Ongoing	Energy audits occurring annually. Input on sustainability measures in several capital projects (eg

				Ballarat Library, Victoria Park Pavilion)
1.3 Infrastructure upgrades to support reduced carbon emissions		Status	Timeline	Comment
a	City of Ballarat to be future focussed and investigate options for Ballarat to become a leader in the field of sustainability, and be adaptable with City of Ballarat infrastructure to ensure it can take up new technologies in the future (eg. Smart Cities Concept, Hydrogen City, Internet of Thing's (IoT), District Heating, etc.).	Under way	Ongoing	Smart Cities projects ongoing, working with businesses to promote/explore opportunities for hydrogen production/use
b	Work with large community partners for funding applications on cost efficiency and renewable energy programs (e.g. Ballarat Health Services, Federation University).	Under way	Ongoing	CoB supported grant application and/or solar installation by community groups to date - Lake Burrumbeet Caravan Park, Ballarat Badminton Association Inc, Ballarat Community Health, Invermay Recreation Reserve, Central Highlands Pigeon Combine, Ballarat Hockey Centre, Ballarat Squash and Racquetball Centre, Buninyong Community Facility
Maximise energy resource efficiency				
2.1 New buildings to be carbon neutral		Status	Timeline	Comment
a	Major refurbishments and new constructions to be designed and constructed to high Ecologically Sustainable Design (ESD) principles, with ESD consultant engaged as part of design team to set the applicable standard for the development (e.g. 6 Green Star).	Under way	Ongoing	ESD sustainability principles were embedded in key projects such as the Bakery Hill Urban Renewal Project. CoB participates in CASBE's Elevating ESD Targets Planning Scheme Amendment Project (2021-2022).

b	Investigate business case for "getting off-gas" in new (and existing) City of Ballarat facilities from solar electricity, battery storage, biomass or solar heating, heat pump technology, hydrothermal (for example).	Under way	June 2023	Business case specifically for the Aquatic Centre and a second Business Case for all Council facilities in generally
c	Immediately stop installing air-condition systems in new construction projects that are subject to the Australian phase-down of hydro-fluorocarbon (HFC) based refrigerants.	To commence	End of 2022	Following completion of EDS Policy
2.2 High efficiency lighting		Status	Timeline	Comment
a	Accelerate rate of LED upgrades to streetlights and public lighting, including controllable 'smart' lighting (e.g. dimmable and timers).	Under way	June 2023	Minor streetlight LED upgrades (6,750) in progress (2020-2022). Heritage light (600) in planning stage. Major streetlight - TBD.
b	All flood lighting and hi-bay to install or retrofit LED (typically best business-case of domestic lighting types), subject to any occupation specific standards.	Under way	Ongoing	Following completion of EDS Policy
c	Use Powercor and City of Ballarat GIS inventory to monitor compliance with Energy Efficient Public Light Policy 2014 for new installations of public lighting and street lighting.	Under way	Ongoing	
2.3 City of Ballarat's fleet to be low carbon		Status	Timeline	Comment
a	Partner with Greenhouse Alliances of Victoria to conduct Local Government (and broader public sector) fleet assessment for potential bulk-buy of Electric Vehicles commencing approx. 2020–2022	Under way	End of 2022	EV transition plan currently being scoped
b	Undertake training for improved driver practices for fuel use minimisation (known as eco-driving), with savings of 5% to 15% common.	To commence	2024	Following EV transition plan development
c	Council keep abreast of emerging technologies and position themselves to act on purchasing alternative fuel/renewable energy medium-heavy rigid, also looking for opportunity to integrate with public transport and infrastructure.	Under way	Ongoing	Ongoing discussion with CSIRO/Engie on hydrogen-fuelled trucks. Currently investigating Electric Street sweeping

d	Reduce diesel use with the waste collection fleet by consolidating waste services to All Waste Interchange (AWI) at Ballarat West Employment Zone, with conservative estimated savings of 30,000L/year.	To commence		Pending Government support for AWI in BWEZ
2.4 Existing City of Ballarat facilities to achieve world class efficiency		Status	Timeline	Comment
a	Complete outstanding actions from previous energy audits, focussing on the actions with greatest emissions reduction potential and ROI <10years).	Under way	Ongoing	Solar system to be installed during the Library Redevelopment project (2022).
b	Review the summer indoor pool temperature requirements for Ballarat Aquatic and Lifestyle Centre, and review previous business cases for alternative energy and continue to look for new options, plus benchmark against other councils.	Under way	June 2023	Ongoing discussion with BALC and Facilities Management teams. Business Case for detailed investigation 22/23
c	Install Building Management System at Library and continue to upgrade existing BMS to modern standards, linking all BMS in real-time to Council and contract staff.	Under way	June 2022	BMS will be implemented in the Library Redevelopment Project in 2021-2022
d	Complete energy audits for sites >100,000 kilowatt hour of electricity per year and/or >750,000 megajoules of gas per year. Sites of this scale not audited previously include Phoenix, Eureka Centre, Operations and Environment Depot and Morshead Park.	Under way	Ongoing	Solar analysis carried out at Eureka Centre and the Depot in 2021
e	For smaller buildings where the cost of the BMS cannot be justified by the savings, investigate and install more economic measures to reduce operating costs and carbon footprint.	Under way	Ongoing	Energy audits were carried out on 11 community facilities
f	Complete a risk assessment of the Australian phase-down of hydro-fluorocarbon (HFC) based refrigerants on key infrastructure and integrate adaptive strategy through planned refurbishment and renewals programs.	To commence	Late 2023	

100% renewable energy City of Ballarat operations		Status	Timeline	Comment
3.1 Move towards 100% renewable energy by 2025				

a	Continue to research previously identified renewable energy opportunities and dedicate time to explore new innovative areas to establish Ballarat as a renewable energy destination (e.g. Hydrogen City, district heating, micro-grids, industrial climate innovation hubs etc.).	Under way	Ongoing	Supporting opportunities on hydrogen and community battery options
b	Investigate feasibility of Power Purchase Agreement, or other energy procurement strategy, to purchase energy from a large-scale renewable energy facility (e.g. wind, solar project, waste-to-energy, landfill electricity generator) which best suits councils needs and objectives. Consider the purchase and retire of Large-scale Generation Certificates (LGC) for certified neutrality.	Under way		VECO initiated in July 2021
c	Investigate upscale potential from existing renewable energy generation at the Smythesdale Regional Landfill and Ballarat Airport, and opportunity for other City of Ballarat land to support renewable energy generation.	Under way	End of 2023	Landfill master plan underway
d	Continue to support Hepburn Shire and Central Victorian Greenhouse Alliance with pilot project of biological Waste to Energy from municipal and commercial organics sources.	Under way		Supporting as required through CVGA
3.2 City of Ballarat buildings to incorporate renewable energy to offset the building energy consumption		Status	Timeline	Comment
a	Install Solar panels on Wendouree Childcare and Girrabanya (2 most feasible sites from 2015 study), expand existing solar at Lucas Community Hub, and revise the 2015 study to include the mandated minimum feed-in tariff (2017) and recent retail price increases (2018).	Completed	Aug 2021	Solar systems installed at council facilities in Lucas Community Hub, Girrabanya Children Centre, Sebastopol Library and Wendouree Children Centre.
3.3 Leadership		Status	Timeline	Comment
a	City of Ballarat to undertake/advocate for a large showcase project which achieves significant carbon emissions and cost savings (City of Ballarat as lead or stakeholder) to encourage Ecologically Sustainable Design assessment during planning phase (e.g. GovHub, Bakery Hill Urban Renewal Precinct and LaTrobe Street former Saleyards).	Under way	Ongoing	Urban Renewal Plan adopted for Bakery Hill and Bridge Mall Precinct. Participating a joint project by CASBE to elevate ESD in planning scheme.

b	Advocate for significant energy contracts in Victoria, especially by Victorian Government, to procure renewable energy.	Under way	Ongoing	Supporting VECO to expand to other government facilities
c	Continue to work with stakeholders to facilitate the creation of additional renewable energy generation projects in western Victoria, including grid upgrades as a key enabler to project development.	Under way	Ongoing	CoB is part of the Grampians New Energy Taskforce, with a key focus being to work with partners to address grid constraint issues in western and northern Victoria. Grid upgrades are vital to the expansion of renewables potential in western Victoria.
d	Work with Distribution Network Service Providers to facilitate renewable energy projects that provide grid stability and have potential to increase the fraction of renewable energy within the grid locally within Ballarat (e.g. Warrenheip battery storage complex, distributed battery storage across city etc.).	Under way	Ongoing	A partner in CVGA's project to promote uptake of community batteries. Also working with Committee for Ballarat on opportunities
e	Work with the commercial sectors to investigate potential of energy options from processing refuse derived fuels such as wood chip, wood pellets, pelletised plastics and paper.	Under way	Ongoing	Council currently liaising with multiple companies targeting waste timbers, including recovery from Landfill prior to entry to tip-face, among other methods and sources of timber. This is consistent with the Australian Biomass for Bioenergy Assessment (ABBA) which identifies 11% of the regions biomass from refuse derived coarse materials.
f	Continue to work with the Central Victorian Greenhouse Alliance to share and showcase best practice climate and energy projects across local government.	Under way	Ongoing	

g	Council consider mechanisms to create carbon neutral events in Ballarat (Council run and private events)	To commence		Following ESD Policy and Sustainable Procurement Guidelines
Reduced emissions from waste		Status	Timeline	Comment
4.1 Capture gas emissions from landfill and generate electricity				
a	City of Ballarat to maximise efficacy of landfill gas capture infrastructure, ensuring fugitive emissions are minimised and renewable energy generation maximised.	Under way	End of 2023	Master plan underway to identify opportunities
b	Work with the electricity generation company at the Smythesdale Regional Landfill to place 2nd generator (planned) taking capacity to approx. 12,000 megawatt hours per year.	Completed		
4.2 Maximise resource recovery		Status	Timeline	Comment
a	Support and ensure resource recovery is fully maximised via the All Waste Interchange (AWI) at the Ballarat West Employment Zone.	Under way	Ongoing	CIRRC and MRF are two anchor facilities at a proposed Circular Economy Precinct in Ballarat at the Ballarat West Employment Zone to further enhance waste management with the municipality
b	Work with Waste to Energy (WtE) service providers to build and implement the Waste to Energy plant in Ballarat West Employment Zone.	Under way	Ongoing	Council currently liaising with multiple companies targeting Waste to Energy
4.3 Minimise household waste to landfill		Status	Timeline	Comment
a	City of Ballarat to consider kerbside Food Organics (FOGO) collection and processing, subject to outcomes of the Waste to Energy feasibility study.	Under way	End of 2022	A plan for the implementation of FOGO currently being developed
4.4 Minimise Commercial and Industrial (C&I) waste to landfill		Status	Timeline	Comment

a	Further investigate sorting facility for commercial and industrial (C&I) waste at later stages of developing All Waste Interchange, subject to outcomes of the Waste to Energy feasibility study	Under way		Pending Government support for AWI in BWEZ
Reduced emissions from waste		Status	Timeline	Comment
5.1 Future generations				
a	Facilitate energy efficiency/renewables/climate change awareness workshops for schools, and continue to sponsor Smart Living Ballarat to deliver sustainability education to community.	To commence	End of 2023	
b	Continue to support Federation University endeavours to establish a state-of-the-art Renewable Energy training facility in Ballarat West Employment Zone.	To commence		
c	Investigate opportunities to connect energy reduction with other community priorities, e.g. Active transport, food security, parking. Alignment with Ballarat Strategy to ensure active transport modes are supported.	Under way	Ongoing	Community Zero Emissions plan being developed, will identify opportunities
d	Work with the state government to improve public transport services and mode share in Ballarat, including transitioning to low emission buses and public transport.	Under way	Ongoing	Community Zero Emissions plan being developed, will identify opportunities
e	Become Electric Vehicle and eBike ready in large public car parks, further considering possibility for solar panels shading and incentive mechanisms to support delivery of the CBD Smarter Parking Plan.	Under way	Ongoing	Community Zero Emissions plan being developed, will identify opportunities
5.2 Provide efficient facilities for City of Ballarat tenants		Status	Timeline	Comment
a	Facilitate energy efficiency/renewables/climate change awareness education for tenants of City of Ballarat facilities, and assist them to identify energy or water saving initiatives.	To commence	2023	
5.3 Climate resilient local environments		Status	Timeline	Comment
a	Continue implementing Urban Forest Strategy to reduce heat island effect and associated emissions savings from building Heating Ventilation and Air Conditioning systems and vehicle Air Conditioning etc.	Under way	Ongoing	

b	City of Ballarat to advocate for and achieve regulation for greater housing and commercial building efficiency standards on 3 fronts: 1. City of Ballarat to consider Local Planning Policy for Ecologically Sustainable Design (ESD) 2. Ecologically Sustainable Design improvements to the Victorian Planning Scheme 3. Ecologically Sustainable Design improvements to the National Construction Code of Australia (NCC).	Under way	Ongoing	CASBE - Sustainable subdivision project CASBE - Elevating ESD into planning scheme project Climate Emergency Australia - submission in support of NCC improvements
c	Local Builders, homeowners, City of Ballarat and Regional Sustainability Alliance Ballarat to be included in a developer forum to develop local efficiency standards.	To commence	2023	Following ESD Policy
d	City of Ballarat to find local champion developer to consider an Ecologically Sustainable Design display home in Ballarat West (e.g. Sustainability Victoria's 0 net carbon home program).	To commence	2023	Following ESD Policy
e	Continue as partner to the Ecologically Sustainable Design for Subdivisions in Victoria – Proof of Concept, aspiring to identify precinct scale Ecologically Sustainable Design improvements.	Under way	Ongoing	
5.4 Empowered communities		Status	Timeline	Comment
a	City of Ballarat to develop Community Greenhouse Gas Emissions profile succinct with Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, and set aspirational targets for whole of the city and monitor progress.	Under way	End of 2022	Development of community-wide zero emission plan in progress.
b	Continue to work with the Central Victorian Greenhouse Alliance and Ballarat Community Power Hub to understand opportunities for City of Ballarat to support community renewables projects (e.g. community investment in renewables infrastructure, direct offset PPA) that are best for further investigation.	Under way	Ongoing	
c	City of Ballarat work with relevant partners to facilitate knowledge to businesses on Ecologically Sustainable Design support mechanisms such as Victorian Energy Efficiency Target, Energy Upgrade Agreements, Energy Performance Contracts, Grants (when available), Rates Rebates Schemes etc.	Under way	Ongoing	Community Zero Emissions plan being developed, will identify opportunities

d	Continue delivery of the CBD Smarter Parking Plan, including data gathering of transport patterns, provision of pedestrian and cycling facilities, and community education and support, therefore resulting in reduced carbon miles.	Under way	Ongoing	
e	City of Ballarat develop local policy, or lobby for state policy, for multi-unit dwellings (small to medium rise) with communal car parking to be Electric Vehicle and eBike ready at time of construction.	Under way	Ongoing	ESD Policy under development
f	Continue current Solar Savers program for low Income households, and continue lobbying with Greenhouse Alliances of Victoria for extending duration of this program and to further include solar hot water, efficient circulation pumps and storage batteries to the scheme.	To commence		

Attachment 2: List of Projects for Reducing the City of Ballarat’s GHG Emissions in 2020-2021

Project	Lead	Costs	Impacts
Victorian Energy Collaboration (VECO) – Power Purchase Agreement in partnership with 46 Victorian councils to power Council-owned facilities with 100% renewable energy from 1 July 2021	Sustainable Environment	\$0 net cost	<ul style="list-style-type: none"> • Approx. 10,000 tonnes CO2-eq reduction annually from 2022.
Expansion of Renewable Energy Facility at Smythesdale Landfill – facilitated installation of a second renewable energy facility fueled by landfill methane.	Landfills & Transfer Station	\$0	<ul style="list-style-type: none"> • Doubling of capacity to 12,000 MWh/year with GHG savings to Victorian energy network of 12,000 tonnes CO2-eq
LED Streetlighting Replacement – 6,906 residential streetlight to be fitted/retrofitted across 2020/21 and 2021/22.	Infrastructure	\$3.5 million	<ul style="list-style-type: none"> • 2,000 tonnes CO2-eq annually • ROI 6 years • \$9.8 million savings over 20 years
Rooftop Solar Installation – total 130 kW new or expanded solar systems at four community facilities: Lucas Community Hub, Girrabanya Integrated Children Centre, Sebastopol Library and Wendouree Children’s Centre	Family & Children Services Engagement Communities	Approx. \$150,000	<ul style="list-style-type: none"> • 80-100 tonnes CO2-eq annually • ROI 4-5 years • \$20,000-\$30,000 annual savings
Energy Audits of Community Facilities – 13 facilities owned and/or co-managed by Council were audited with sustainability measures identified for improving energy efficiency of each site.	Engagement Communities	\$10,950	<ul style="list-style-type: none"> • New solar systems installed (see above) • Plan delivered for thermal comfort in social services in most energy efficient manner, including options to de-gas.

8.3. DESTINATION MARKETING PLAN

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Lucy Ibrahim – Coordinator City Marketing

PURPOSE

1. The purpose of this report is to present the Destination Marketing Plan 2021–2024 (DMP) for adoption.

BACKGROUND

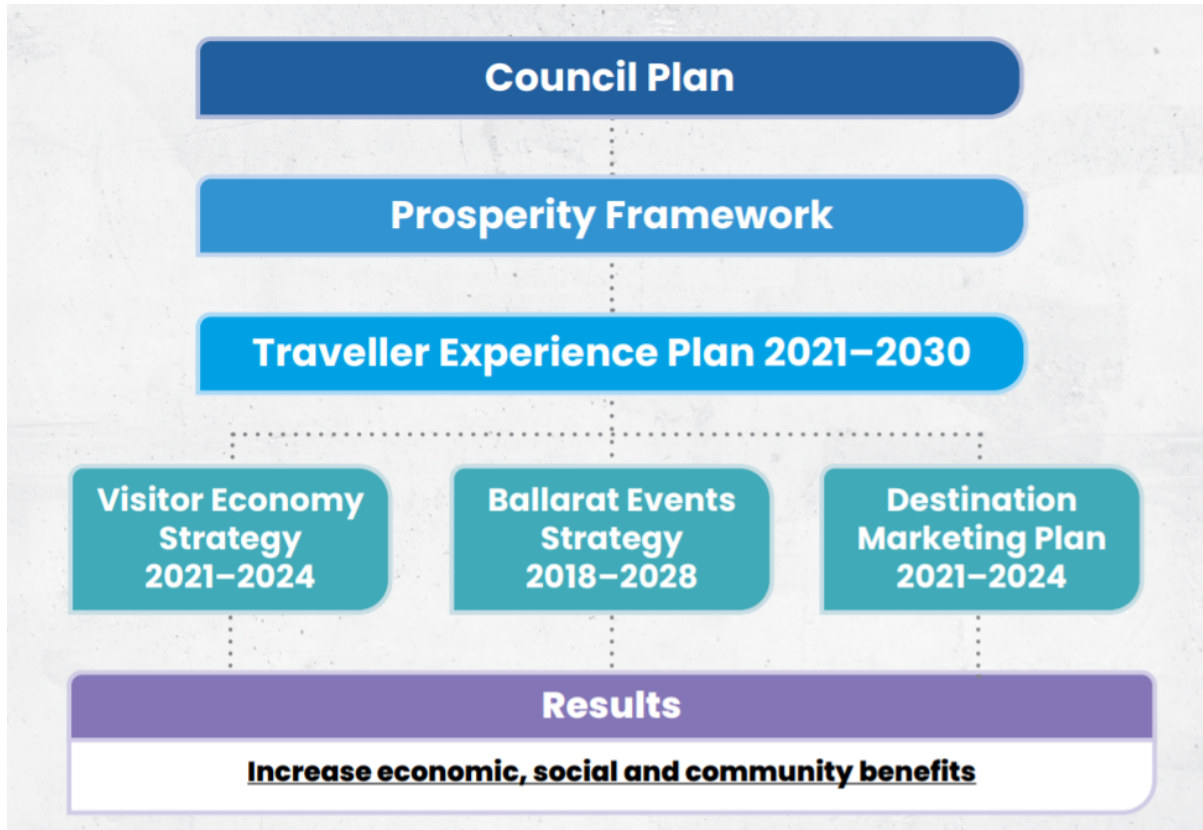
2. On 26 May 2021, Council adopted the Traveller Experience Plan (TEP). Designed as a 10-year foundational document, the TEP sets the direction for the growth and development of tourism for Ballarat.
3. To compliment the TEP, on 23 June 2021, Council adopted the Visitor Economy Strategy 2021–2024 for the reactivation and recovery of Ballarat’s visitor economy, outlining the immediate actions that Council and industry stakeholders can take to support recovery.
4. Ballarat’s visitor economy industry has endured its most challenging time in history while demonstrating incredible resilience, adaptability, and innovation. Council is committed to supporting the sector by helping Ballarat’s visitor economy recover by 2024 and increasing Ballarat’s (tourism) market share.

KEY MATTERS

5. The DMP sets out the agreed priorities and actions for the City of Ballarat to work towards, to support the overall goal of rebuilding Ballarat’s visitor economy.
 6. The plan’s objective is to deliver creative marketing that amplifies Ballarat’s unique identity and supports the city’s aspirations of being a place that is innovative, courageous, inspiring, and caring.
 7. Three priorities to help achieve this objective have been identified:
 - Continued investment in Ballarat’s brand evolution
 - Invest in innovative marketing to showcase Ballarat’s unique traveller experiences and connect with our priority tourism audiences
 - Focus on our community as hosts to greater leverage Ballarat’s visiting friends and visiting relatives market
 8. The three priorities will be addressed through a series of actionable outputs outlined in the action plan.
 9. The Destination Marketing Plan 2021–2024 is one component of a suite of documents aimed at growing Ballarat’s economy and enhancing the quality of life for our community. By design, there is considerable cross referencing within the Ballarat Prosperity Framework, Traveller Experience Plan 2021–2030, Ballarat Events Strategy 2018–2028 and the Visitor Economy Strategy 2021–2024. The success of one will rely on the success
-

of the other and significant positive outcomes will be achieved when all are executed in unison and in collaboration with industry players from relevant sectors.

10. The structural hierarchy of the full suite of documents is expressed in the following diagram;



OFFICER RECOMMENDATION

11. That Council:

11.1 Adopt the Destination Marketing Plan 2021-2024.

ATTACHMENTS

1. Governance Review [8.3.1 - 3 pages]
2. FINAL Destination Marketing Plan 2021-2024 [8.3.2 - 40 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Destination Marketing Plan 2021–2024 has been developed in alignment with;
 - City of Ballarat Council Plan 2021–2025
 - Ballarat Prosperity Framework 2019
 - Ballarat Traveller Experience Plan 2021–2030
 - Visitor Economy Strategy 2021–2024
 - Ballarat Creative City Strategy 2019
 - Ballarat Creative Precinct Master Plan
 - Ballarat Event Strategy 2018–2028

COMMUNITY IMPACT

2. Execution of the DMP will contribute to the goals of the Visitor Economy Strategy 2021–2024 to rebuild Ballarat’s visitor economy and shape our industry and community for the future. The activities will also celebrate the value of the visitor economy and work to instil community pride in our city to stimulate the visiting friends and relatives economy. This will produce a positive impact for the community through employment opportunities, economic prosperity, a successful tourism sector, and a vibrant and active community life.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. There are no climate or environmental sustainability implications with this plan.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. The DMP has been developed in response to the identified and immediate short term economic recovery support required for the visitor economy. The DMP identifies actions and priorities for both Council and industry to implement to return Ballarat to its pre-COVID economic level of activity by 2024.

FINANCIAL IMPLICATIONS

5. Execution of the DMP will not require additional staff resource beyond the recurrent budget and EFT allocation for 2021/22. It will require two business cases to be approved in the 22/23 budget, one of which will focus on research and strategy to continue to evolve Ballarat’s brand, and one which will focus on evolving our digital eco-system to adapt to the continued shifts in customer behaviour and rising importance of the digital experience before a visitor arrives in our city.

LEGAL AND RISK CONSIDERATIONS

6. There are no legal or risk considerations with this report.

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HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

8. Key internal stakeholders:
 - Events
 - Economic Development
 - Communications & Design
 - Art Gallery of Ballarat
 - Her Majesty Theatre
 - Eureka Centre
 - Creative City
 - Sports and Recreation
 - Community Inclusion
9. Key external stakeholders
 - Ballarat Regional Tourism
 - Sovereign Hill
 - Commerce Ballarat
 - Committee for Ballarat
 - Visit Victoria
 - Visitor economy businesses

GENDER EQUALITY ACT 2020

10. It is recommended that action is taken to endorse the Destination Marketing Plan 2021–2024.

Additionally, based on findings from the gender impact assessment, it is also recommended that as far as is practical, that action is taken to ensure that images, storytelling and content selection are developed and provided using a gender and intersectional lens.

Specifically, it is recommended that the Destination Marketing Plan 2021–2024 is implemented with the following adaptations:

1. **A checklist is created to ensure that images are representative** of the diversity of the local community. To achieve this, an audit of current images will be undertaken and a list of gaps in content identified.
2. **Seek new ways of attracting diverse talent for marketing outputs** by working with the Intercultural Advisory Committee, Disability Advisory Committee, LGBTIQ+ Advisory Committee and KEAG
3. **A gender and intersectional audit tool is developed to examine stories** published on visitballarat.com.au. This audit will be used to explore the gender neutrality and literacy suitability of stories from 2021
4. **Guidelines for selecting and creating equitable future story-telling content will be developed** based on the findings from the auditing of stories and other best-practice examples

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5. **Gender information/sex-disaggregated data will continue to be collected** wherever possible to better understand the experiences of people of different genders
 6. **Content will be made available in some accessible formats**
 7. **Consider gender and diversity of visiting journalists, influencers and/or their audiences** to ensure a diverse range of community members, locally and afar, are engaged by their content
 8. **Consider a gender and intersectional lens on places and events selected** to help tell diverse stories and engage diverse communities
11. This recommendation will deliver promotional content and opportunities that are more inclusive, accessible and equitable. This will not only instil personal pride within the local community as they increasingly see themselves within the content, but by extension it is likely to also result in more visitor numbers and an enhanced visitor experience.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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


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Destination Marketing Plan 2021-2024





Murrup Laar (Ancestral Stones) **Artist:** Deanne Gilson  [taracmoorephotography](#)



Acknowledgement of Country

The City of Ballarat acknowledges the Traditional Owners of our land, the Wadawurrung and Dja Dja Wurrung People. Within our council boundaries, the Wadawurrung People are the Traditional Owners south of the Great Dividing Range and, to the north, the Dja Dja Wurrung People are the Traditional Owners. We recognise their continuing connection to the land and waterways. We pay our respects to their respective Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



GOLD
WINNER 2021

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This plan was prepared by the City of Ballarat's Marketing Team following the development of the *Ballarat Traveller Experience Plan 2021-2030*, the *Visitor Economy Strategy 2021-2024* and the *Ballarat Events Strategy 2018-2028*. Language and content have been lifted from these documents for the purposes of succinctness and consistency.

Disclaimer: Any representation, statement, opinion, or advice expressed or implied in this document is made in good faith.

The City of Ballarat directors, employees and associated entities are not liable for any damage or loss whatsoever which has occurred or may occur in relation to taking or not taking action in respect of any representation, statement or advice referred to in this document.

Executive summary

The years ahead will be pivotal for our city as we emerge from a pandemic that has impacted the way we live, travel, work and study.

The marketing of our city is fundamental to Ballarat's growth, not only within the visitor economy, but more broadly across the pillars of liveability and investment.

Marketing can inspire people to believe in Ballarat, and there is plenty to believe in. As a city, we are perfectly placed to leverage the opportunities that lie ahead.

Over the last 18 months, the city has worked together to align on the visitor economy's strategic direction by developing the *Traveller Experience Plan 2021–2030*, the *Ballarat Events Strategy 2018–2028* and the *Visitor Economy Strategy 2021–2024*.

To round out this quartet of documents, we are pleased to present the *Destination Marketing Plan 2021–2024*.

The plan's objective is to deliver creative marketing that amplifies Ballarat's unique identity and supports the city's aspirations of being a place that is innovative, courageous, inspiring, and caring.

During the document's development, three strategic marketing priorities have been identified based on the work that has gone before. These are:

Continued investment in Ballarat's brand evolution

Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments

Focus on our community as hosts to greater leverage Ballarat's visiting friends and visiting relatives market



  [mattdunnephoto](#)

Success stories so far



Creation of an identity for Ballarat

- ballarat.com.au
- Ballarat Content Hub
- Ballarat brandmark

Outcome: a unified and consistent approach to promoting our city

Greater focus on community engagement

- Launch of *We Are Ballarat* campaign
- Leveraging high-profile city ambassadors

Outcome: a more engaged community to back Ballarat's recovery and visitor sector



Leveraging earned PR

- Unprecedented coverage from top tier media publications

i. Total audience reach: 69,342,286

ii. Total PR value: \$2,769,545

Outcome: credible coverage in respected national and metropolitan publications

Collaboration

- Leveraging key external organisations to distribute marketing
- Cooperative media buying with Visit Victoria
- Supply of campaign assets to industry

Outcome: a city united and equipped with assets to support marketing activities



Re-launching Made of: Ballarat

- Tourism audience research
- *Made of: Ballarat* publication

- New creative suite showcasing breadth of experiences on offer to appeal to broader audiences

- Focus on digital advertising to drive higher engagement

- Increased owned audiences across social media and email channels
 - i. 260% increase in Facebook followers*
 - ii. 32% increase in Instagram followers*
 - iii. 48% increase in email subscribers*

Outcome: evolution of a tourism marketing campaign based on research, insights and refined execution

**The successes outlined on this page were achieved during 2020/21FY*

Strategic foundations

The purpose

This *Destination Marketing Plan* lays the foundations for how our city's identity is positioned and promoted over the next three years. It captures the aspirations outlined in the *Ballarat Prosperity Framework*, *Traveller Experience Plan 2021-2030* and the *Visitor Economy Strategy 2021-2024* to inform, guide and evaluate the decisions we make, and sets out a roadmap of the priorities and actions we will deliver as we navigate Ballarat's post-COVID road to recovery.

The adoption of the aforementioned plans is a significant step forward for Ballarat – we, as a city, are now aligned on what makes Ballarat unique, understand the audiences we need to speak to and agree on the actions to fulfill the opportunities that lie ahead. This work sets the scene for how the City of Ballarat's Marketing Team can deliver efficient, strategically led and creatively inspired work.

This plan acknowledges that we are responsible for building on, and communicating, the existing strengths of the city's rapidly changing identity.

The plan also recognises the importance of our local community and the role we play in working to instil pride and equip our community with the tools and confidence to help advocate on the city's behalf.

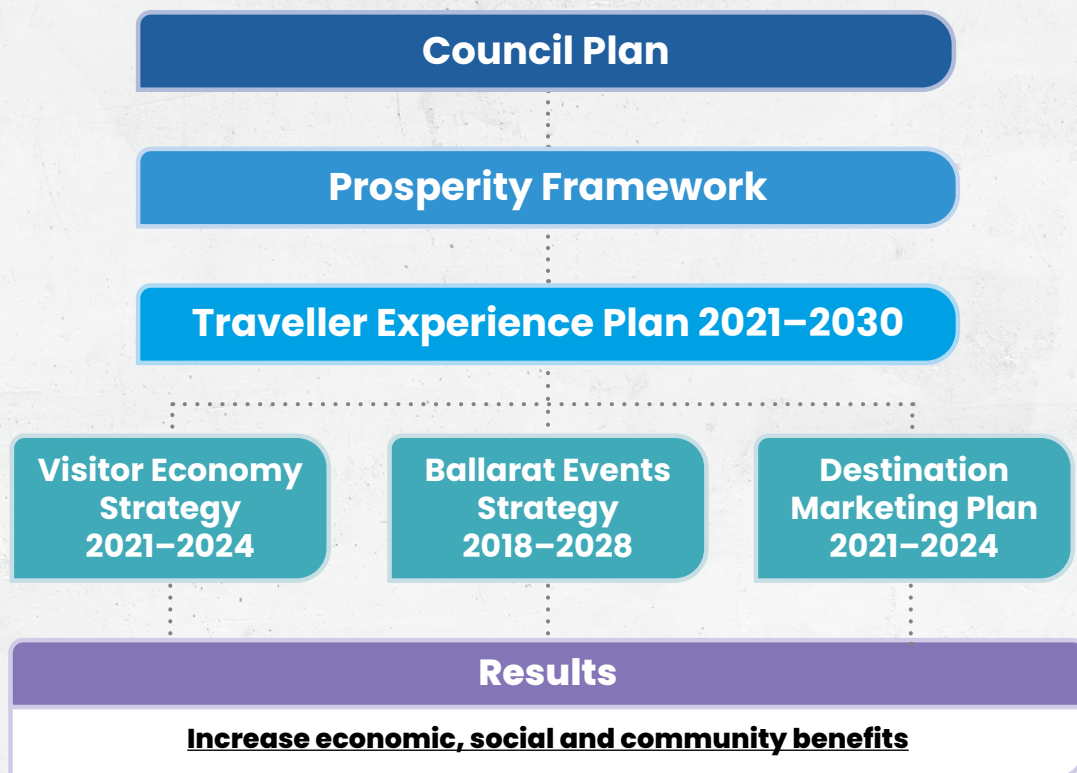
We'll do this by sharing stories about our city to convince future travellers of our unique identity, and by leveraging Ballarat's strong visiting friends and visiting relatives market. We want travellers to feel how we do about our region and fall in love with it, just like the people who call it home.

As Victoria's inaugural Top Tourism Town for 2021, this plan sets us up to build on the work that's gone before to position Ballarat as a worthy place to visit, visit again and to stay.



📷: [mattdunnephoto](#)

Context of visitor economy planning



Ballarat's unique selling proposition

***Reflect on our past,
revel in our present
and imagine our future***

Core attribute pillars:

Ballarat's unique point of difference as a destination is defined by the intersection of two overarching attribute pillars. These pillars are at the root of our identity and act as anchor points for the types of product and experiences we offer.

1. Cultural and creative

A fusion of cultural and creative experiences crafted by exceptional artisans, makers, designers, creators and performers.

2. Contemporary heritage

Experiences that are created against the rich tapestry of Ballarat's history and architecture.

Key attributes:

The key attributes can add value by building on Ballarat's uniqueness in a way that is authentic and tangible.

- Food and drink
- Sporting and active
- Accessible facilities
- Accommodation
- Greater region
- Touring routes
- Retail
- Nature and sustainability
- Events

Over the next three years, we will focus on telling the stories that articulate Ballarat's core pillars and key attributes.



📷: [mattdunnephoto](#)

Responding to current plans & strategies

1

Traveller Experience Plan 2021-2030

To truly amplify our unique identity we need to celebrate and share the experiences that set us apart.

If we put these points of difference at the heart of delivering destination marketing, we will inspire pride in locals and make Ballarat a compelling destination for visitors.

The *Destination Marketing Plan* will deliver on the *Traveller Experience Plan* in the following ways:

- 1.** Identify segment target markets and develop a customer journey that identifies touch points and opportunities to actively reach them
- 2.** Invest in marketing to underpin and build equity in our unique selling proposition to help shift the perception of Ballarat
- 3.** Capitalise on a number of opportunities highlighted throughout the plan to grow Ballarat's reputation as an enticing place to visit and live
- 4.** Facilitate community tourism by leveraging Ballarat's strong visiting friends and visiting relatives market
- 5.** Confirm the long-term brand strategy

2

Visitor Economy Strategy 2021-2024

To support recovery and re-ignite the visitor economy, a number of short-term tactical actions were outlined in the *Visitor Economy Strategy*.

Delivering on these actions will contribute to growing visitation spend and increase market share of regional Victorian visitation.

The *Destination Marketing Plan* will deliver on the *Visitor Economy Strategy* in the following ways:

- 1.** Express the identity of Ballarat through accessible assets and campaigns that drive word of mouth
- 2.** Build community pride and invest in community as hosts, partners and experience entrepreneurs through the development of a major visiting friends and visiting relatives campaign and initiatives to develop community understanding of the benefits
- 3.** Share knowledge, assets and resources to amplify our city's promotion through regular updates to industry
- 4.** Support product developed under agreed seasonal themes

3

Ballarat Prosperity Framework

As detailed in the City of Ballarat’s *Prosperity Framework*, the people of Ballarat want to move into a future where they see Ballarat being defined by the four values outlined below. By aligning our strategy with these, we will ensure our marketing outputs are authentic.

Our residents want to be seen as...

1. Innovative
2. Courageous
3. Inspiring
4. Caring

What does the aspiration for our city look like through a marketing lens?

Innovative

- Creatively amplify the narrative and stories of our people and places
- Support and empower industry to talk about Ballarat and share content of other experiences beyond their own

Courageous

- Empowering our locals to become ambassadors for Ballarat
- Leverage our key attributions to increase awareness, visitation and yield among our primary audiences

Inspiring

- Impress potential visitors by promising a breadth of opportunity
- Effectively differentiate Ballarat from other destinations

Caring

- Embrace and celebrate our diverse communities and cultures
- Support industry to align their products and marketing to our priority audiences



[mattdunnephoto](#)



📷: [mattdunnephoto](#)

Insights that shaped our thinking

The follow pages provide an overview of the data and insights that shaped the *Traveller Experience Plan 2021-2031* and *Visitor Economy Plan 2021-24*, and reiterates the importance of understanding our current and potential visitors.

The City of Ballarat receives regular visitation data from research agencies such as Tourism Research Australia and datainsights, with these insights informing planning, marketing and investment decisions across all business units.

The Marketing Team also invests in a number of other independent research projects.

Fundamental in the development of the *Destination Marketing Plan 2021-24* is the recent Quantum Market Research that was undertaken to identify a clear and reliable profile of Ballarat's current and potential visitor base.

The research clearly articulates two priority audiences that offer the greatest potential for Ballarat, what their motivators are for regional travel and what channels we need to focus on to deliver messages to them.

It also identified that there are still fundamental challenges around perceptions that Ballarat is an uninspiring tourism destination.

These insights will guide our creative development and marketing of Ballarat over the next three years.

Also guiding the development of campaign creative and media buying strategies over the course of this plan will be regular campaign health tracking.

During the development of this plan it has also become apparent further research is required to better understand Ballarat's visiting friends and visiting relatives market to truly leverage this audience. For this reason, additional audience research has been earmarked.

COVID-19 impact on Ballarat’s visitor economy



Spend \$M

\$328 (2020)

↓ **47%**



Occupancy

60% (2019-20)

↓ **11ppt**



Employed

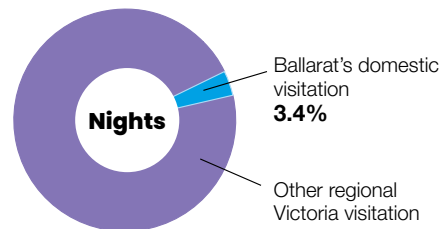
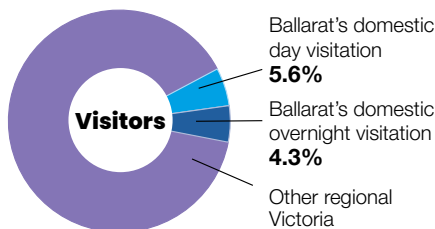
3,088 (2019-20)

↓ **16%**

* Australian Tourism Region Data Profiles to December 2020, Tourism Research Australia

Domestic overnight visitors				Domestic daytrip visitors			
2021	2020	2019	CHANGE	2021	2020	2019	CHANGE
506K visitors	666K visitors	813K visitors	↓ 24%	1.3m visitors	1.7m visitors	2.2m visitors	↓ 20.9%
1.2m nights	1.5m nights	1.6m nights	↓ 20.6%	-	-	-	-
\$223m expenditure	\$184m expenditure	\$258m expenditure	↑ 21.4%	\$202m expenditure	\$212m expenditure	\$246m expenditure	↓ 4.7%

Our market share of regional Victoria visitation



Behaviour of current visitors

Where did they stay?	What did they do?	Visitors
<ul style="list-style-type: none"> Friends or relatives property 44.3% Hotel/motel 33.2% 	<ul style="list-style-type: none"> Eat out 46% Visit a friend or relative 45% Outdoor/nature 34% Go sightseeing 19% 	<ul style="list-style-type: none"> Regional Victoria 57.2% Melbourne 38.7%

Source: Ballarat domestic travel snapshot YE June 21, Tourism Research Australia. International visitation data not available due to international border closures.

Visitor profiles

Tourism Research Australia data provides us with insights into our current visitors that help shape our understanding of who they are, why they visit and what they do when they are here. They are characterised as domestic day trippers, domestic overnight visitors, and international visitors.



Domestic day trippers

More than half are visiting from regional Victoria (62.6%), followed by Melbourne (37.4%).

Most day trippers are coming to Ballarat to holiday (35.6%) and visit friends and relatives (29%). Compared to YE June 20, holiday was up by 11.5%.

Average expenditure is \$153 per visit.

The biggest age group of visitors to Ballarat is 65 years and over (25%), followed by those aged 35-44 years (21.4%) and 45-54 years (18.5%)

They are most likely to eat out (43.6%), spend time with friends and family (28.3%), shopping (16.2%) and sightseeing (10.1%)

Source: Ballarat domestic travel snapshot YE June 21, Tourism Research Australia



Domestic overnight visitors

Are mostly from Melbourne (47.4%), followed by regional Victoria (39.2%) and interstate (13.4%).

Their main reason to travel is to visit friends and relatives (43.1%), followed by holiday (33%) and, to a lesser extent, business.

Visitors stayed on average two nights, mostly with friends or family (49.2%). The next most popular accommodation used was hotel below four stars (16.7%), followed by rented house (7.2%) and luxury 4-5 hotel (7.1%).

The average expenditure per night was \$189.

More visitors are aged 45-54 (18.9%), followed by 15-24 (17.9%) and 25-34 (16.8%).

Eating out (48.6%) was the most popular activity, followed by catching up with friends and family (43.4%), sightseeing (18.1%) and pubs, clubs and discos (16%).

Source: Ballarat domestic travel snapshot YE June 21, Tourism Research Australia



International visitors

Prior to borders closing as a result of the global pandemic, most international visitors visited Ballarat as part of a holiday.

They were mainly from New Zealand and Asia, followed by United Kingdom and Europe.

They generally enjoyed social activities, outdoor activities and sports, and local attractions.

The average expenditure per night is \$66.

Source: Ballarat domestic travel snapshot YE Dec 19, Tourism Research Australia

**International figures also include international students*

Visits inspired by residents

Ballarat boasts a population of almost 110,000, which continues to grow at a rate of 1.85% per annum*.

With more and more people calling Ballarat home each year, we recognise residents will play a key role as ambassadors to promote the Ballarat experience to their friends and family.

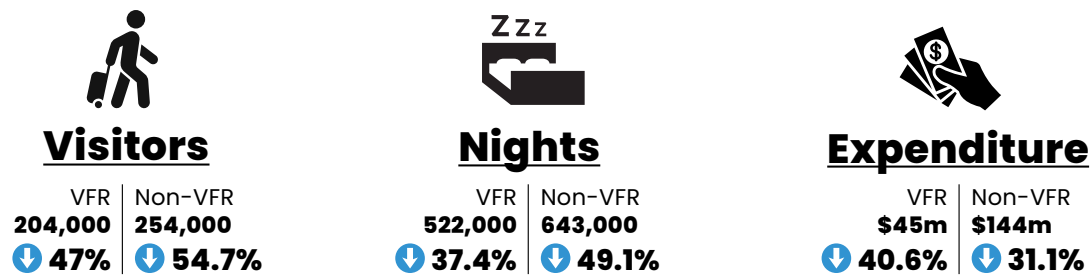
Tourism Research Australia data** provides regular snapshots of the travel behaviour and characteristics of visitors to Ballarat, including

insights into the visiting friends and visiting relatives (VFR) market.

While the data, to an extent, shows us the differences between VFR and non-VFR visitors and measures the impact of this type of traveller, there is still much to learn about these audiences.

We acknowledge this is a market with potential and warrants further research to better understand and target.

Visiting friends and visiting relatives market at a glance

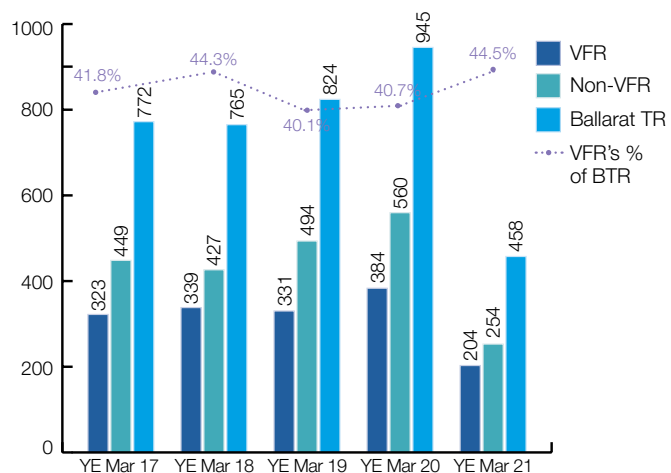


VFR travellers spent, on average, \$221 per visit to the region. Up by 12.5% on YE March 20
Non-VFR travellers spent, on average, \$567 per visit to the region. Up by 52.2% on YE March 20

The VFR share of overnight visitors

VFR visitors represent 44.5% of all visitors to the region - up by 3.8% pts on YE Mar 20 and by 2.7% pts on YE Mar 20

* REMPLAN community profile of Ballarat
 ** datainsights VFR travel to Ballarat tourism region YE Mar 21





 [mattdunnephoto](#)

Priority tourism audience segments

Audience research was undertaken to identify a clear and reliable profile of the current and potential visitor base for Ballarat.

It outlines motivations and visitation behaviours, and gives us an understanding of perceptions and attitudes towards Ballarat's existing and prospective future visitation offering.

The research identified four key audience segments for Ballarat, with Active Regional Explorers and Regional Fledglings identified as new primary targets. Relative to other markets, the impact of destination marketing will have shorter lead time to attract these engaged and flexible primary markets.

Based on recommendations from the research, we will focus our marketing efforts on these two primary markets by:

Prioritising younger Active Regional Explorer families

Families with pre-school and young primary aged children are more readily satisfied by what Ballarat has to offer. By contrast, once they pass age eight, Ballarat can't consistently deliver to the needs of a mature Active Regional Explorer family.

Prioritising more sophisticated Regional Fledglings

Regional Fledglings with a taste for dining and culture are far more likely to convert to visitation than those who can't see past the beach. Likewise, those travelling as a couple are more likely to be in-market longer than larger social groups.

For more information on this research, see the Traveller Experience Plan 2021-2030.

Source: Ballarat tourism audience segmentation, Quantum Market Research February 2021



 [mattdunnephoto](#)

1

Active regional explorers:

Travelling in regional Victoria is a regular part of our life.

Who are they?

Spend the most per night and spend more nights away than any other segment.

- Skew younger, often at family life stage
- Metro Melbourne suburbs
- Educated, curious and enthusiastic.

What defines them?

- Engaged across channels, travel extensively and widely, participate in a broad range of activities
- Seek out enriching experiences; aspire to more than just 'relaxation'
- Do not conform to one trip 'type', they arrange different itineraries to suit different needs.

Visitation habits:

- Take weekend and extended trips, typically touring to cover more than one activity
- Above average spend, prioritise recreation in their budget. Can include VFR spends
- Engage in one or more outdoor pursuits, often cycling, fishing, or getting into national parks.

Engaged by:

- Constant lookout via all channels for what is new or different in regional Victoria
- More likely to engage with art, culture, history and attend structured ticketed attractions.



📷: [mattdunnephoto](#)

2

Regional fledglings:

We can find cool things to do by leaving the city and getting out there.

Who are they?

Make more frequent day and short overnight trips than other segments. More likely to consider Ballarat in-scope for a daytrip (if metro-based). Are flexible to consider and convert to visiting Ballarat (as well as other destinations).

- Young singles and couples may travel as groups of friends
- Metro-based and urbanised tastes
- Following emerging trends, not their parents' example.

What defines them?

- Explore through visitor-oriented producers, events/festivals, local operators, etc
- Food and wine focus and have the budget to support it
- Lighter touch in the outdoors, may camp or bushwalk but it's principally a social endeavour.

Visitation habits:

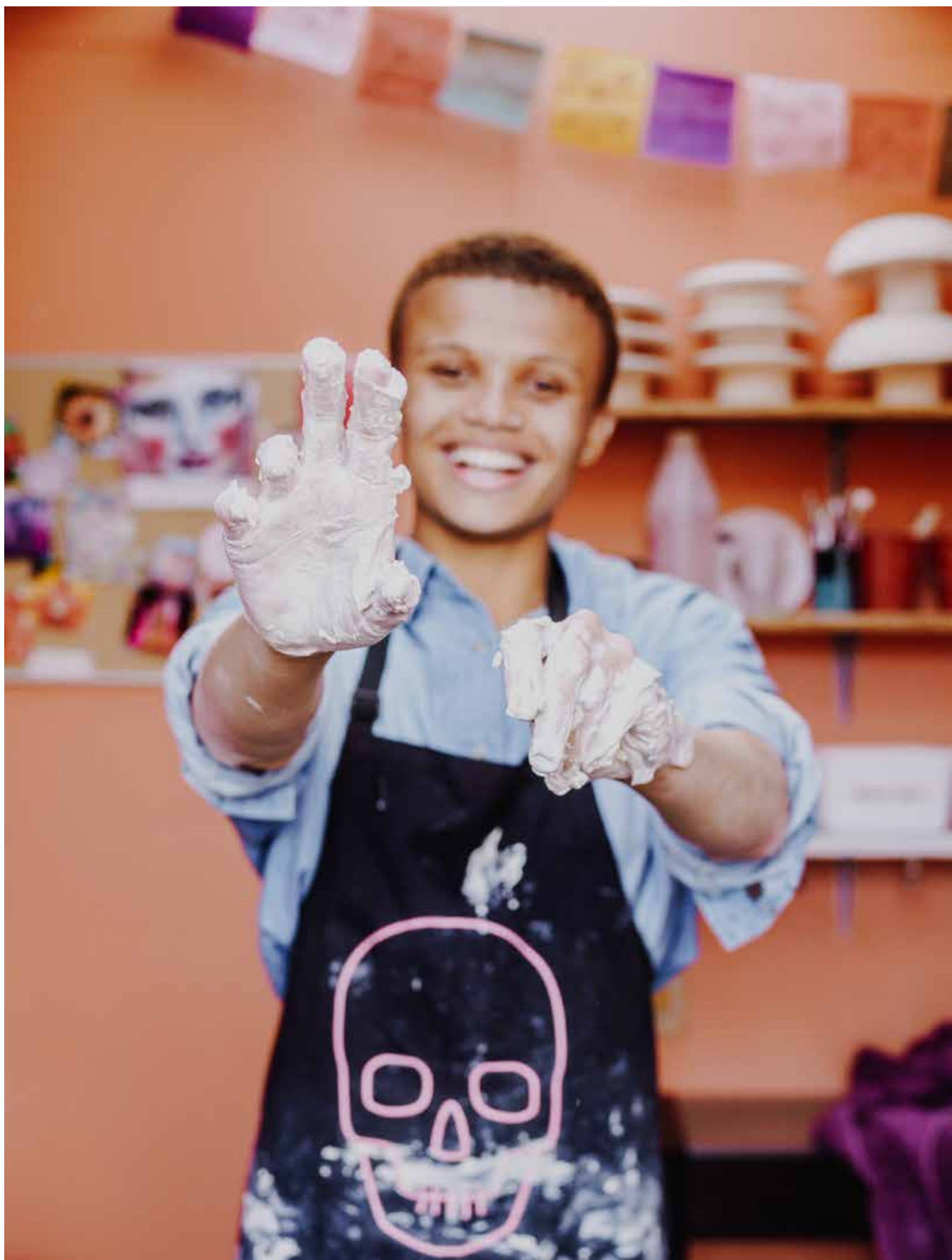
- Travel often, but typically on short weekend breaks or daytrips
- Emphasis on AirBNB-type accommodation
- Trips commonly based around a half-day hike/bushwalk.

Engaged by:

- Social media, review sites, and official tourism/destination sites
- Modern dining, wineries, craft beer, music events/festivals, novelty, and intrigue.



📷: [mattdunnephoto](#)



 [mattdunnephoto](#)

Marketing opportunities

Overarching destination marketing challenges and recommendations

Recent tourism audience research conducted by Quantum Market Research identified a series of challenges and opportunities that will inform our planning over the next three years.

Current challenges limiting conversion to visitation

Nature is important

The vast majority of visitors rate spending time in the outdoors as important. Ballarat may be an urbanised, city destination, but it is a major limiter if it does not also satisfy the need to spend time in natural surrounds. To fully maximise this offering, a full audit of the region's nature-based product, photography and signposted trails is required.

Ballarat does not feel like a getaway

Predominantly urban based, and at a time poor lifestyle, even those who travel regularly want every trip to deliver 'a getaway'. Broadly this is characterised as 'somewhere different from home, where I can be inspired to switch off'. Priority segments lack depth of appreciation for Ballarat and think it's blankly urbanised (often compared to Melbourne's outer suburbs).

Ballarat does not have any surprises in store

It's common for target segments, particularly those who have a distant memory of visiting Ballarat, to underestimate what the city has to offer. Importantly, although they realise their familiarity may be limited, nothing about their perceptions leads them to feel intrigued about what they don't know. Asked to imagine they've been dropped on the main street, potential visitors reflect they'd have no inspiration in mind besides looking at old buildings and heading to a café (something they could do in Melbourne anyway).

Lack of things to do

Adding to the challenge is the perceived lack of things to do between meals and the closure of businesses on weekends that adds to the feeling of an empty CBD, especially on Sundays.

Recommendations to increase primary target audience visitation

Promise breadth of opportunity

Ballarat lacks a mainstream visitation driver. The solution is for audiences to implicitly believe they'll find what they need to compile a great trip when they get there. By all audiences, the Visit Ballarat website is evaluated as an excellent resource to achieve this – and driving more traffic towards it is implicit to converting consideration to visitation.

Promote Ballarat's established scene of authentic and down-to-earth producers

Exploring regions through food and drink experiences is a key driver of travel intention for all audiences. Being a heritage regional centre, the link between Ballarat and artisan produce is intuitive. Creating intrigue through food/drink is an effective way to prompt a more thorough investigation of Ballarat as a place to visit, ties in with Ballarat's broader cultural offering, and challenges misconceptions of Ballarat as a 'characterless' regional town.

Promote shareable, picturesque moments which convey a getaway

For all audiences, this style of communication is a short-cut to convey newness, liveliness, and escape, addressing Ballarat's key barriers in doing so. For primary target segments in particular, full trips start from an initial source of inspiration, often through word of mouth, an image or simple description shared via social media.

Weave nature into the brand story

It is a major impediment that Ballarat is not perceived to deliver any kind of nature experience. Perhaps exacerbated under COVID conditions, all audiences expect fresh air/walk/sightseeing outdoors as a part of their travel, even when that travel is centred around an urbanised or indoor activity.

Source: Ballarat tourism audience segmentation, Quantum Market Research February 2021

Customer journey mapping & opportunities

Journey mapping is a visual storyline of every engagement our priority audience segments have with us. It gives us a better understanding of what motivates our visitors and indicates how they plan, book and execute their trips. These insights will inform the development of marketing content.

CATCH >>	CONNECT >>		CONVERT >>	ADVOCATE >>
Dreaming >>	Interest >>	Booking >>	Experience >>	Sharing >>
<p>Consider where to go Prospecting activity aimed at driving awareness among prospective customers.</p> <p>Touch points</p> <ul style="list-style-type: none"> • Online video • Paid search • Paid social • Native ads • Publication • Public relations • Traditional media <p>Insights 74% Active Regional Explorers use Google as their preferred source of travel inspiration, it's slightly higher for Regional Fledglings at 78%. Social media is the second most prevalent source of inspiration.</p>	<p>Decide on destination, consider things to do to suit interests Educate visitors about the experiences applicable to them through targeted remarketing activities to drive further education and consideration.</p> <p>Touch points</p> <ul style="list-style-type: none"> • Paid social • Native ads • Content partnerships <p>Insights Both primary target audiences continuously engage in passive, and even active searching. Whether they subscribe/follow directly, or just gravitate to them in a Google search, resources such as TimeOut, Urban List and Broadsheet all influence consideration and then support with rounding out a trip plan.</p>	<p>Confirm base of their itinerary by booking Provide visitors to our website with highly curated content to help them plan where to stay and what they can do when they get here.</p> <p>Touch points</p> <ul style="list-style-type: none"> • Website • Stories/itineraries • ATDW listings • Instagram <p>Insights Both primary target audiences express that, once committed, they leave large parts of their trip unplanned. They might have some activities or hospitality options in-mind, and will pre-book accommodation, but otherwise enjoy leaving finer details to chance/open to last minute decisions. Both audiences are consistently pleasantly surprised by the presentation of information, and breadth of 'things to do' on visitballarat.com.au. The website is felt to convey character and variety – directly challenging common misgivings.</p>	<p>Continue to book experiences while in destination Serve specific itineraries that are relevant to their areas of interest to drive interest and enquiry.</p> <p>Touch points</p> <ul style="list-style-type: none"> • Paid search • Paid social • Website itineraries • Locals as ambassadors • Tourist information centres <p>Insights Itineraries resonate with both primary audiences as a vehicle to convey opportunity. Local information sources are influential once in-region. Both primary audiences over-index on 'local people' as a source of planning inspiration.</p>	<p>Share their story with friends and family Build visitor loyalty by re-sharing their experience and continue engaging with them to prompt re-visiting the region.</p> <p>Touch points</p> <ul style="list-style-type: none"> • Organic social media • Email sign-ups

1

Active regional explorers

Sources of planning inspiration

Most common resources to inspire or plan travel

- **74%** Google search
- **55%** Social media
- **49%** Ask friends and family
- **48%** Accommodation websites
- **46%** Read review
- **36%** Official destination websites
- **34%** TV/newspapers/radio/magazines

Top travel inspiration

Most common factors when determining where to travel

- **73%** Fresh air in the outdoors (picnicking, short strolls)
- **69%** Sightseeing (visiting townships, exploring by road)
- **64%** Exploring local produce (farmers' markets, local producers, cafes, breweries)
- **57%** Dining out (wineries, restaurants)
- **52%** Arts and culture (galleries, museums, historic sites)
- **49%** Visiting friends and relatives
- **49%** Engaging with the outdoors (camping, bushwalking)

Opportunities

- Active Regional Explorers are more engaged across the board, including traditional media
- Ballarat has many assets which align to the family market. What resonates with Active Regional Explorers is 'life experiences', which supports children's development by stimulating them and deepening their appreciation for the world
- Active Regional Explorers express great intrigue about local producers. Ballarat may be well-placed to fill a market need for down-to-earth, authentic offerings which are welcoming to family groups.

2

Regional fledglings

Sources of planning inspiration

Most common resources to inspire or plan travel

- **78%** Google search
- **57%** Social media
- **57%** Read reviews
- **52%** Ask friends and family
- **51%** Accommodation websites
- **46%** Official destination websites
- **31%** Visitor guides

Top travel inspiration

Most common factors when determining where to travel

- **75%** Fresh air in the outdoors (picnicking, short strolls)
- **62%** Dining out (wineries, restaurants)
- **55%** Sightseeing (visiting townships, exploring by road)
- **52%** Engaging with the outdoors (camping, bushwalking)
- **49%** Exploring local produce (farmers' markets, local producers, cafes, breweries)
- **36%** High energy active pursuits (cycling, hiking)
- **31%** Indulgences (spas)

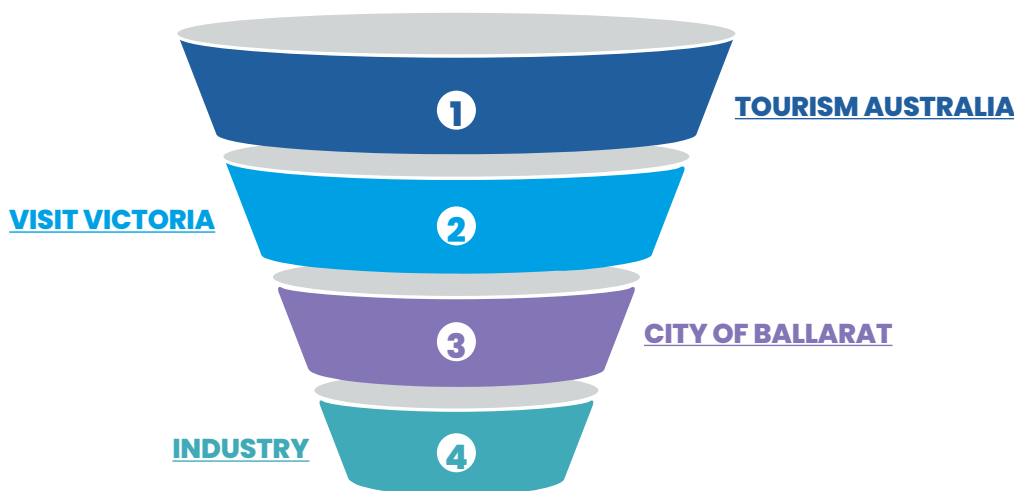
Opportunities

- Regional Fledglings are more likely to dine at a wide variety of venue types – from cafes and low-mid tier restaurants, to breweries and high-end restaurants
- Regional Fledglings are highly engaged social media users. For this group, Instagram is the dominant trigger of initial visitation intention. Even more influential, they follow each other and draw inspiration from user-generated content. Consciously or not, trips can even be based on being 'Instagram-worthy'.
- Regional Fledglings in particular make last minute decisions. It's not uncommon to commit to a trip at the very last minute.

Leveraging federal and state marketing

The City of Ballarat’s Marketing Team is the lead destination marketing body for Ballarat, working in partnership with advocacy partner Ballarat Regional Tourism, industry and Visit Victoria to promote

Ballarat and surrounds as the ideal place to visit. The role of national, state and local destination marketing is represented as follows:



1

TOURISM AUSTRALIA

Lead international and domestic destination marketing by encouraging tourists and Australians to explore the country.

Current campaigns

There’s still nothing like Australia (Destination Australia)
Be the first (New Zealand)
Holiday here this year (Domestic)

3

CITY OF BALLARAT

Leverage the work Visit Victoria is doing and lead Ballarat’s destination marketing by promoting product that taps into the drivers of travel for our primary audiences.

Current campaigns

Made of: Ballarat
Future VFR campaign

2

VISIT VICTORIA

Lead Melbourne and Victoria destination marketing by building emotional connection with intrastate, interstate and international (when relevant) markets. Their key objective is to position regional Victoria as an ideal short break destination.

Current campaigns

Stay close, go further (regional campaign)
Get Set (interstate campaign)

4

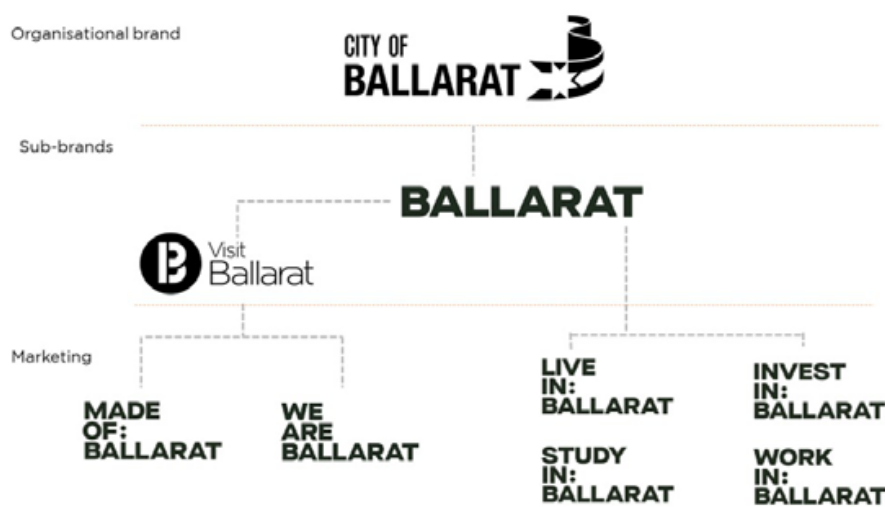
INDUSTRY

Individual businesses leverage the City of Ballarat’s destination marketing and promote assets available to entice visitors travelling to Ballarat to visit their business.

Leveraging current campaign architecture

The uncertainty that unfolded as a result of the global pandemic was like nothing Ballarat has ever faced before. However, it was also a time that brought the city’s leaders together. This collaboration led to the development of a whole-of-city identity and brand architecture which has been outlined below.

As we begin to focus on the road to recovery, it is going to be important we test the work that’s gone before and establish a brand evolution that can carry Ballarat into a post-COVID world.



Ballarat Content Hub

The city-wide brandmark, BALLARAT, was created in 2021 to establish a unified and consistent way to sell the city, which included the launch of ballarat.com.au – a central site showcasing the city as a place to visit, live, work, invest and study in. The strategic work targets consumers considering a regional lifestyle by showing them the best of Ballarat, and activates Ballarat businesses as brand advocates by providing a content hub with free photography, brand marks and videography.

Made of: Ballarat (tourism)

Based on the recommendations from the recent audience segmentation research, as well as previous brand health tracking insights, a new strategic approach for the re-launch of the *Made of Ballarat* campaign was developed in 2021. The campaign narrative aims to position Ballarat as an active playground made of a multitude of experiences that celebrate the region’s many riches: food, craft beer, natural surroundings, art and culture.

We Are Ballarat (community)

Tourism data continues to profile the importance of the visiting friends and visiting relatives market for domestic overnight travel to Ballarat. The *We Are Ballarat* campaign was created in 2021 in an effort to instil in the community the sector’s importance and to encourage them to invite their friends and family to Ballarat. An annual visiting friends and visiting relatives marketing plan has been developed to continue this push, with deliverables outlined on page 38.

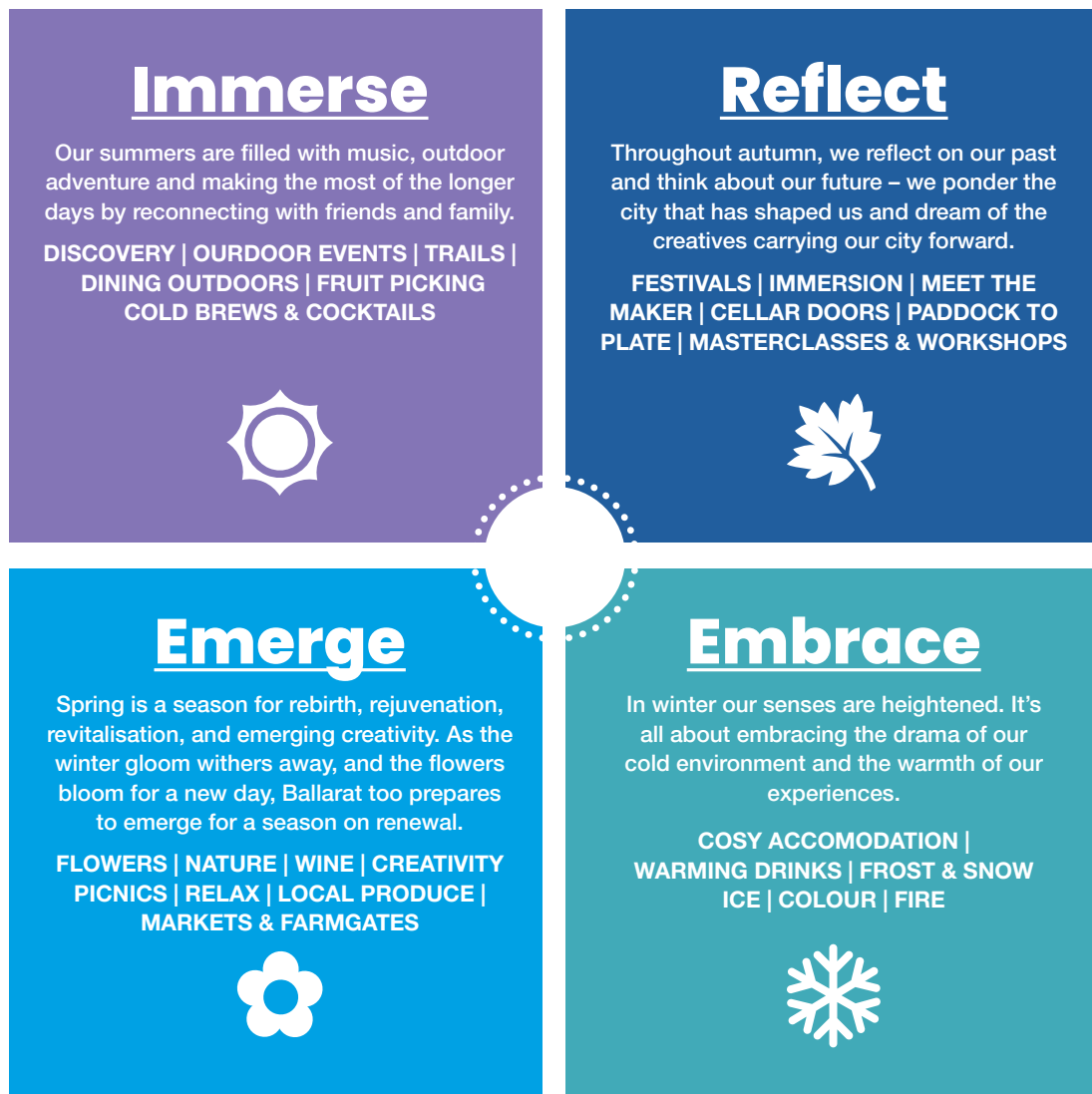
Leveraging Ballarat's seasonal themes

The *Visitor Economy Strategy 2021-2024* identified the importance of the development of whole-of-city seasonal themes to be used as a mechanism to align product and marketing.












Based on conversations with key stakeholders, the following thematic approach has been developed to assist build campaigns and develop product and

events around the four seasons: summer, autumn, winter and spring.

These seasonal themes are owned by the entire city and are intended to help develop and deliver product and marketing to strengthen Ballarat's unique point of difference.



Leveraging our owned channels

Visit Ballarat channels	2019/20	2020/21	%
 visitballarat.com.au	231,012 unique visitors	341,039 unique visitors	 47.63%
 @visitballarat	66,230 followers	69,541 followers	 5%
 @visitballarat	15,100 followers	19,985 followers	 32.35%
 Consumer email	4,746 followers	13,485 followers	 184.13%
Other channels			
 ballarat.vic.gov.au	-	15,481 unique visitors	
 @weareballarat	-	1,006 followers	
 Public relations		97,771,435 reach	



 @mattdunnephoto

Mission statement

Deliver innovative marketing that amplifies Ballarat's unique identity and supports the city's aspirations of being a place that is innovative, courageous, inspiring, and caring.



 [mattdunnephoto](#)

Strategic priorities & actions

The Destination Marketing Plan has three priorities. Each priority will inform the basis of a series of deliverables that respond to and support the shared ambitions for Ballarat, its residents and those we host.

- 1** Continued investment in Ballarat's brand evolution
- 2** Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments
- 3** Focus on our community as hosts to greater leverage Ballarat's visiting friends and visiting relatives market

1

Continued investment in Ballarat's brand evolution

In March 2021, we launched brand Ballarat, our all-encompassing shared destination identity. This identity reflects our city as a place to live, work, invest, study and visit.

In doing so, we began the journey of evolving our brand architecture. With brand Ballarat now in existence, we will review and update Ballarat's master destination brand framework, including a review of the Visit Ballarat brand.

Ballarat.com.au was launched in 2021 as a key part of our place branding, bringing together visit, live, work, study and invest messaging. As an important concierge platform, we will continue to invest in ballarat.com.au and attracting the most valuable audiences to the site.

We will look to partners – existing and new – to amplify the Ballarat brand. This ranges from working with industry leaders, including Sovereign Hill, to public relations opportunities and partnering with content producers.

And we will continuously expand the Ballarat Content Hub, developing impactful, on-brand photography, videos and supporting marketing assets for industry use at no cost.

2

Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments

Convincing future travellers of our unique identity will be our challenge and opportunity. But it's a challenge we will embrace.

We have a clear and reliable profile of the current and potential future visitor, their drivers of travel and how to reach them. Now we must carve out our position in the destination marketplace and shift any perception that Ballarat cannot fulfill the needs of potential travellers.

We'll do this by curating marketing creative, itineraries and stories to showcase a magnitude of experiences that warrant spending more time in Ballarat.

We'll remain flexible and invest in marketing that allows us to respond to the ever-changing landscape of, and sentiment towards, intrastate visitation.

We want people to learn Ballarat has a breadth and diversity of experiences by shifting from general brand messaging to one of storytelling. We want travellers to feel how we do about our region and fall in love with it, just like the people who call it home.

To do this we will deliver marketing activities that speak to our priority audiences and promote Ballarat's uniqueness in a way that is authentic and tangible.

And we will position Ballarat as a worthy place to visit, visit again and to stay by developing and nurturing relationships with visitors long after their initial visit.

3**Focus on our community as hosts to greater leverage Ballarat's visiting friends and visiting relatives market**

The visiting friends and visiting relatives tourism segment is a significant, and yet under researched, part of the visitor economy. In Ballarat, they accounted for 40-45 per cent of total visitation for the last five years (NVS, YE Mar 21, TRA).

With a steady population growth expected across the city, the number of residents who will have visitors coming to stay is only going to grow.

The key to understanding and maximising the value of this market lies in developing profiles of these visitors and, more importantly, their hosts. We will do this by investing in significant audience research to identify the best ways to influence the decision making of these groups.

Existing channels that are used to speak to local audiences will be further developed, and targeted content and campaigns will be delivered with the goal of arming Ballarat residents with the information they need to become ambassadors for the city they love. Additionally, digital tools will be developed specifically to assist locals invite their loved ones to visit, including the creation and promotion of the 'Ballarat Pass' which delivers another promotional tool to drive growth in this area.

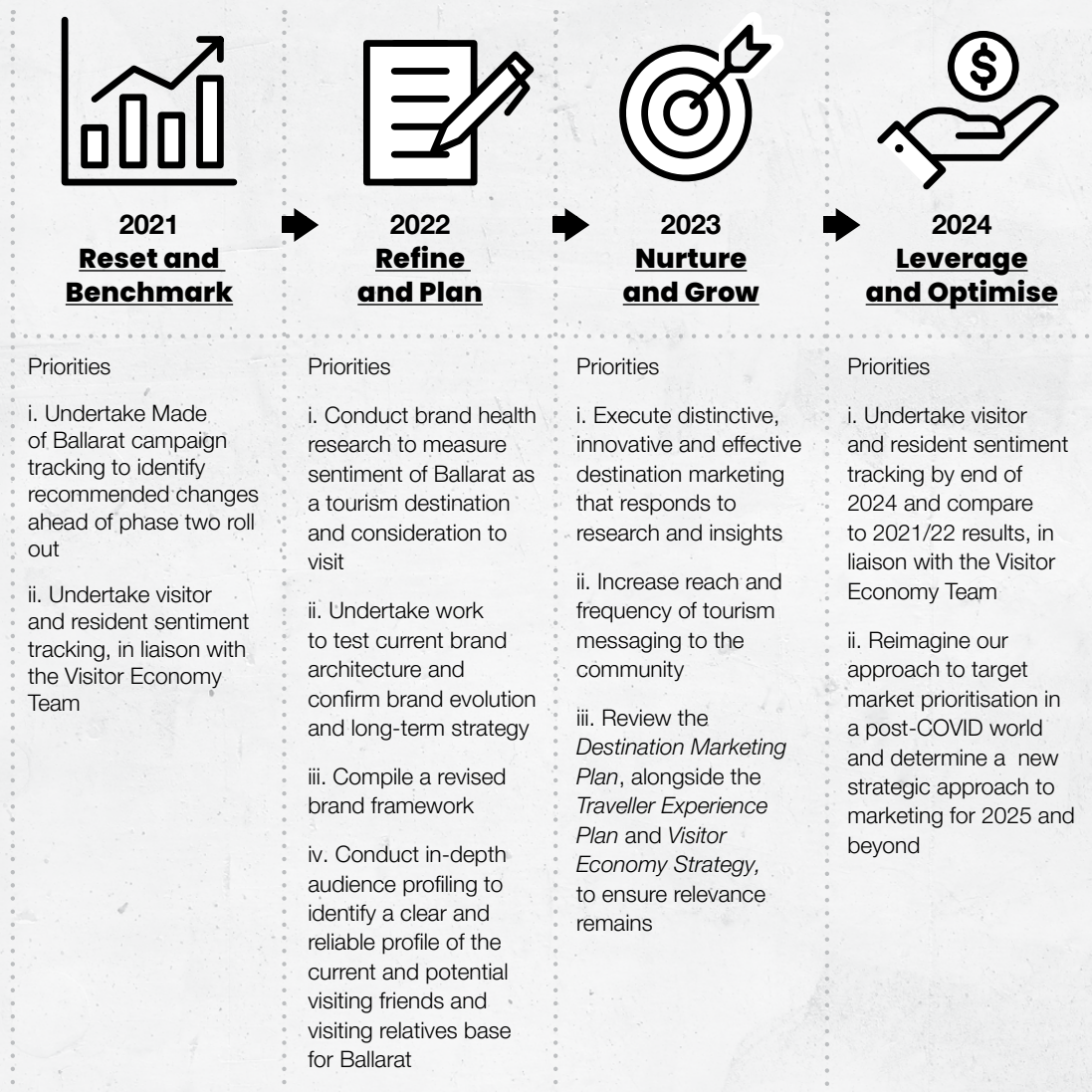
We know Ballarat's residents aspire for the city to be known as an innovative, inspiring, caring, and courageous place, and our activities aim to help them spread this message far and wide.



  [mattdunnephoto](#)

A plan for continuous improvement

In addition to our business-as-usual activity, we will continue to plan for Ballarat's post-COVID recovery period.



**For conciseness, language used to define priority pillars has been lifted from the Ballarat Events Strategy 2018-2028.*

Strategic priorities and actions

1. Continued investment in Ballarat's brand evolution	
Output	Timeframe
<p>1.1 Evolve Ballarat's brand strategy by:</p> <p>1.1.1 Reviewing marketing's role to deliver on the City of Ballarat's strategies and plans</p> <p>1.1.2 Conducting brand health research to measure sentiment of Ballarat as a tourism destination and consideration to visit</p> <p>1.1.3 Undertaking work to test current brand architecture and establish long-term brand strategy</p> <p>1.1.4 Compiling a revised brand framework so future product development and promotional activities reflect consistent messaging</p> <p>1.1.5 Continuing to develop ballarat.com.au as the information hub on living, working and investing in Ballarat by investing in new content and media to target core audiences to this site</p>	ONGOING
<p>1.2 Support product developed under agreed seasonal themes</p>	ONGOING
<p>1.3 Encourage industry to talk about Ballarat and share content of experiences beyond their own</p> <p>1.3.1 Capture seasonal photography and other assets to encourage industry members to use the shared Ballarat brand, via the Ballarat Content Hub</p> <p>1.3.2 Educate industry on what key audiences find compelling</p>	ONGOING
<p>1.4 Make the most of Ballarat's title as Victoria's Top Tourism Town over the next 12 months by actively including messaging in external-facing communications, including media releases and pitching</p>	2022
<p>1.5 Promote the attractiveness of Ballarat as a place to visit and live by:</p> <p>1.5.1 Actively pitching to state and national mastheads</p> <p>1.5.2 Coordinating a visiting journalist program</p> <p>1.5.3 Investing in influencer marketing that aligns with priority audiences</p>	ONGOING
<p>1.6 Develop partnership opportunities with external events to amplify Ballarat's messaging and reach broader audiences</p>	ONGOING
<p>1.7 Work closely with Visit Victoria to ensure Ballarat is represented in marketing activities</p>	ONGOING
<p>1.8 Enter relevant marketing and tourism awards to celebrate and recognise Ballarat as an industry leader.</p>	ONGOING

2. Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments	
Output	Timeframe
<p>2.1 Further develop tourism campaign, <i>Made of: Ballarat</i>, that is underpinned by research and evaluation, and communicate our unique selling position to the primary audiences outlined in this plan:</p> <p>2.1.1 Conduct campaign tracking to determine levels of interaction and improve outcomes, both at the end of 2021 and 2024</p> <p>2.1.2 Promote inspiring stories of the region's producers and makers</p> <p>2.1.3 Create opportunities for local producers and makers to profile their product during <i>Made of: Ballarat</i>-branded activations</p> <p>2.1.4 Continue to produce the <i>Made of: Ballarat</i> publication for autumn and spring</p> <p>2.1.5 Capture seasonal photography that includes diverse communities</p>	<p>March 2022</p> <p>End of 2021 & 2024</p> <p>ONGOING</p> <p>Autumn 2022</p> <p>Every spring & autumn</p> <p>ONGOING</p>
<p>2.2 Continue cooperative marketing by:</p> <p>2.2.1 Investing in Visit Victoria cooperative marketing activities and report on year-to-year engagement</p> <p>2.2.2 Investing in content partnerships that promote hero product to complement agreed seasonal themes</p> <p>2.2.3 Continuing to offer industry buy-in opportunities for the <i>Made of: Ballarat</i> publication</p> <p>2.2.4 Constantly looking for opportunities to work with neighbouring regions, including the Pyrenees and Moorabool shires, to deliver joint marketing initiatives</p>	<p>ONGOING</p>
<p>2.3 Inform industry about marketing updates, including via the Visitor Economy database and Facebook group</p>	<p>ONGOING</p>
<p>2.4 Develop customer journeys for all priority audiences and identify opportunities</p>	<p>DELIVERED</p>
<p>2.5 Undertake visitor sentiment monitoring (Net Promoter Score) to determine how likely visitors are to recommend Ballarat as a travel destination</p>	<p>ANNUALLY</p>
<p>2.6 Continue to improve existing visitballarat.com.au platform experience by:</p> <p>2.6.1 Striving towards improving SEO results</p> <p>2.6.2 Curating stories to promote new product aligned to core attribute pillars</p> <p>2.6.3 Curating itineraries aligned to the key drivers of travel for our priority tourism audience segments</p> <p>2.6.4 Increase the profile of the Pyrenees and Moorabool regions</p> <p>2.6.5 Prioritise new plug-ins to improve user experience</p>	<p>ONGOING</p>

2. Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments	
Output	Timeframe
2.7 Create digital and CRM strategy for digital eco-system by:	
2.7.1 Conducting digital audit of visitballarat.com.au and ballarat.com.au	22/23 FY
2.7.2 Investigating new consumer-facing technologies to meet future user experience needs	22/23 FY
2.7.3 Exploring automation of the Visit Ballarat eDM user experience	22/23 FY
2.7.4 Investing in improvements to website accessibility and user experience	23/24 FY
2.8 Invest in improvements across Visit Ballarat social media channels	
2.8.1 Develop a strategy for year-round BAU advertising	June 2022
2.8.2 Explore expanding social media monitoring to capture data on brand health	June 2022
2.8.3 Invest time in curating engaging content across existing and new platforms	ONGOING
2.8.4 Undertaking professional development to ensure Visit Ballarat channels respond to current trends and changing algorithms	ONGOING

3. Focus on our community as hosts to greater leverage Ballarat's visiting friends and visiting relatives market	
Output	Timeframe
3.1 Conduct audience profiling to identify a clearer profile of the behaviours of Ballarat's visiting friends and relatives base	21/22 FY
3.2 Develop a visiting friends and visiting relatives campaign plan that includes:	ONGOING
3.2.1 Tactical plans that increase the awareness of local product and encourages advocacy by locals	
3.2.2 Promote, in liaison with the Visitor Economy Team, a local's pass to Ballarat's key attractions	
3.2.3 Further develop the <i>We Are Ballarat</i> campaign	
3.2.4 Amplify content for residents to use to promote Ballarat's experiences and local culture to their visiting friends and visiting relatives	
3.2.5 Foster local community and industry engagement by activating and promoting locals as hosts/ambassador initiatives	
3.2.6 Develop a communications plan, in liaison with the Communications and Design Team, to instil pride among locals, including a focus on celebrating Ballarat's title as <i>Victoria's Top Tourism Town</i>	2022
3.3 Provide marketing support to the City of Ballarat's Events Team to encourage local participation in flagship events	ONGOING

Measurement

We will measure the success of our strategic priorities by:

Continued investment in Ballarat's brand evolution

Key performance indicators:

- 10% year-on-year growth of unique visitors to ballarat.com.au
- 5% year-on-year growth of new users to the Ballarat Content Hub
- Secure five journalist visits, generating positive coverage in top-tier metro and national publications.

Invest in innovative marketing to showcase Ballarat's unique traveller experiences and connect with our two priority tourism audience segments

Key performance indicators:

- 15% year-on-year growth across all Visit Ballarat channels
- *Made of: Ballarat* campaign tracking to measure effectiveness of campaign assets, both at end of 2021 and 2024
- Brand health research to measure sentiment of Ballarat as a tourism destination and consideration to visit
- Visitor sentiment monitoring (Net Promoter Score) to determine how likely visitors are to recommend Ballarat as a travel destination.

Focus on our community as hosts to greater leverage Ballarat's visiting friends and visiting relatives market

Key performance indicators:

- 10% year-on-year growth across *We Are Ballarat* channels
- 10% year-on-year growth of traffic to a local's landing page and Ballarat Pass page on visitballarat.com.au
- 5% year-on-year growth in usage of new 'favourites' functionality.



📷: [mattdunnephoto](#)



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January 2022

8.4. TENDER 2021/22-364 LAKE WENDOUREE AND VICTORIA PARK LINK LIGHTING

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Phillip Barnett - Project Manager

PURPOSE

1. To award Contract 2021/22-364 – Lake Wendouree and Victoria Park Link Lighting to DeAraugo & Lea Electrical Contractors (VIC) Pty Ltd for the total tendered price of \$2,202,000.00 (ex GST).
2. The scope of this contract involves the supply, install and commission of 225 light poles and fittings around the 6km Steve Moneghetti Track around Lake Wendouree and supply, install and commission of 7 light poles and fittings along Morrison Street. Works are inclusive of all lighting controls, underground electrical infrastructure and connections, pillar box upgrades and new pillar connections, all associated power connections, testing and commissioning.

BACKGROUND

3. The Lake Wendouree and Victoria Park Link Lighting Project will deliver lighting along the Steve Moneghetti Track around Lake Wendouree, and also deliver lighting along Morrison Street which will link Lake Wendouree to nearby Victoria Park.
4. This project directly aligns with the Lake Wendouree Master Plan that was endorsed by Council in 2015 following widespread community and local resident engagement.
5. The Lake Wendouree Lighting project was the top priority project identified in the Lake Wendouree Masterplan and this process included three phases of community consultation. The consultation survey received over 1800 responses with 81.7% of respondents supportive of the project and 8.8% neutral. Over 480 written responses strongly supporting the project were also received.
6. The Department of Environment, Land, Water and Planning has provided Landowner Consent for the project. A Heritage Victoria Permit (pertaining to the State Listed Botanical Gardens and Foreshore Precinct) was approved on 02 September 2021. A Planning Permit was approved for the project on 27 October 2021. A Cultural Heritage Management Plan for the Project has also been approved by Wadawurrung Traditional Owners Aboriginal Corporation.
7. The design for the Lake Lighting project has considered a range of factors including but not limited to an independent Biological Impact Assessment, an independent Arborist Assessment, a Cultural Heritage Management Plan, and a Heritage Impact Assessment. This includes not only the light fittings and poles, but also installation to minimise any impacts on the environment.
8. A key consideration of the project has been the tree protection zones. The Arborist report for the Lake Lighting project specified tree management conditions requiring underground boring of the electrical conduits and this methodology is included in the project and contract scope.

KEY MATTERS

9. Two conforming tender submissions were received, one of which was within the allocated project budget for these works.
10. The project is jointly funded by the City of Ballarat and the Victorian State Government. The Victorian State Government is providing \$2,500,000 funding in line with the 2018 State Election Commitment. The City of Ballarat is providing \$300,000 funding.
11. These works are subject to management conditions as approved through a Planning Permit, Heritage Victoria Permit, and Cultural Heritage Management Plan. The tender specification aligns to these management conditions and all final construction drawings and methodologies will be provided as required.

OFFICER RECOMMENDATION

12. That Council:

- 12.1. **Enter into Contract Number 2021/22 - 364 for the provision of Lake Wendouree and Victoria Park Link Lighting with DeAraugo & Lea Electrical Contractors (VIC) Pty Ltd for the total tendered price of \$2,202,000.00 (ex GST).**
- 12.2. **Delegate to the Chief Executive Officer the authority to execute the associated contract on behalf of Council.**

ATTACHMENTS

1. Governance Review [8.4.1 - 4 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report supports the Council Plan goals of prosperity and livability by providing inclusive and accessible public spaces, quality services, and opportunities for our community to participate, feel safe and be active and healthy.
2. The report supports the aim of public sports recreation facilities and increasing passive and active community participation.

COMMUNITY IMPACT

3. The endorsed Lake Wendouree Master Plan 2017 recommends the following (Page 14):

“Support and implement with the following recommendations:

- *Lighting be pole mounted, low energy consumption and spaced at regular intervals to provide a consistent level of energy efficient lighting to standards that address public safety.*
 - *Lighting be low spill with controlled hours of operation to minimise the impact on birdlife and wildlife and discourage anti-social behavior.*
 - *Lighting options consider the best outcomes in terms of visual and environmental impacts, and costs to install and maintain.*
 - *Lighting of the Steve Moneghetti Track be considered a priority project within the Master Plan given its overwhelming community support.”*
4. The Steve Moneghetti Track is a permeable granitic sand track that is uneven in places and can hold water after heavy or prolonged rainfall. Lighting the track reduces trip and fall hazards associated with poor lighting on a track with a variable and uneven surface. Lighting the track to Australian Standard for Public Lighting 1158.3.1:2020 Category PP3 will allow for longer and safer access to the track for the public.
 5. Lake Wendouree and Victoria Park Link Lighting will significantly improve the usability of the existing Steve Moneghetti Track and will encourage continued community usage. Lake Wendouree is an important community and recreation asset in the heart of Ballarat and extending the usual hours of the track through the provision of lighting will offer significant community benefits in the way of both physical participation in recreation and also social connectedness and wellbeing.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. A Biodiversity Impact Assessment was completed for the project and concluded that the lighting project impacts would likely be minor, after consideration of the location and timing of the lighting, and the level of additional light in the context of existing light. Further, the Biodiversity Impact Assessment concluded that based on the works as detailed in the design drawings, there would be no impact to native vegetation.
7. An Arborocultural Assessment was also completed for the project and identified that with a number of Tree Protection Zones and Structural Root Zones present, the best methodology for minimising any impacts was to utilise under-ground bores for the electrical cabling required for the lighting. The Arborocultural Assessment also recommended utilising a design that incorporated a pole height that was appropriate within the existing tree canopy which wouldn't require extensive pruning. This was a key consideration in utilising 5 meter pole heights for the detailed design.

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8. The delivery of the electrical conduits will be completed via under-ground boring, instead of the alternative of open trenching. This will reduce the impacts on tree roots systems and surface disruption. This method was recommended by the independent Arborist report and supported by the City of Ballarat's arborist team.
9. An Arborist will be onsite throughout the delivery of the project to ensure any impacts to Tree Protection Zones are managed carefully in line with the approved conditions of both the Planning Permit and Heritage Victoria Permit (pertaining to the Botanic Gardens Precinct).
10. The Lake Wendouree and Victoria Park Link project will be using LED low-spill lighting technology, in line with the recommendations of the Lake Wendouree Masterplan, and Biodiversity Impact Assessment.
11. The impact on wildlife has also been considered with the lighting fully programmable to carefully manage the hours of operation. The lights are not proposed to be on during all hours of the day and night. They will turn off at 10pm at night and again in the morning at 5.30am and turn off via a sensor in the light fitting that measures the level of natural light, with this differing throughout the year.

ECONOMIC SUSTAINABILITY IMPLICATIONS

12. LED lighting has a long lifespan relative to every other lighting technology. LEDs are energy efficient relative to every other available lighting technology and emit light directionally (over 180 degrees versus 360 degrees which means there are far fewer losses from the need to redirect or reflect light. The selected light fitting achieves the relevant Australian Standard for Public Lighting 1158.3.1:2020 Category PP3 while limiting upward spill of light into surrounding tree canopies.
13. The contractor nominated 92% (\$2,026,300) of the total project value will utilise labour, materials, plant and equipment sourced from within the defined group of local municipalities.

FINANCIAL IMPLICATIONS

14. The Lake Wendouree and Victoria Park Link Lighting Project has a budget of \$2,800,000. This includes a \$2,500,000 allocation from the Victoria State Government and a Council Budget allocation of \$300,000.
15. The tendered price is in line with the planned budget for these works.

LEGAL AND RISK CONSIDERATIONS

16. Award of this contract does not have any significant effect on Council's risk profile. Risks present in this work are typical for low risk recreational sports lighting upgrades and are expected to be adequately controlled through existing provisions.
17. A Risk Management Plan has been developed and will be reviewed by the Project Control Group at each scheduled meeting.

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18. The execution of this contract is dependent on full Planning Permit approval. A pre-application meeting has occurred with the City of Ballarat Statutory Planning unit and no significant risks were identified during this process. Department of Environment, Land, Water and Planning Landowner consent has also been provided for the full scope of the project.
19. The recommended contractor for this contract has been made fully aware of the need for full Planning Permit approval before the execution of the contract and subsequent commencement of works.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

21. The Lake Lighting project was the top priority project identified in the Lake Wendouree Masterplan and this process included three phases of community consultation. The consultation survey received over 1800 responses with 81.7% of respondents supportive of the project and 8.8% neutral. Over 480 written responses strongly supporting the project were also received.
22. In 2020 online community consultation for the Lighting project was conducted via MySay. The consultation collected 150 community responses, with 45% supporting the project, 46% unsupportive of the project and 9% unknown. Key themes included the lighting being needed and overdue, increasing hours of use benefit and increasing safety and access, impacts to the natural environment, the cost and design of the poles and fittings. All of these themes were considered through the detailed design of the project.
23. In December 2020, two trial lights were installed on site to show the community how the project could look once installed. Site signage was also installed directing the community to Council's mySay page for feedback. A total of 64 submissions were received through to March 2021. Key themes included the operable times of the lights, their height and colour, and the impact of the lighting on wildlife and fauna. To address these comments, the project team released a Question and Answer video through social media to provide further information on these points.
24. The Heritage Victoria Permit included an advertising and consultation period for public submissions. 10 submissions were received (all of which also submitted to the Planning Permit). These submissions centred on heritage, environmental impacts, and safety. A request for information in response to these submissions was provided to Heritage Victoria who subsequently approved the permit application.
25. Engagement was occurred with Loreto College who are supportive of the Morrison Street Victoria Park Link works. They have been notified that it will require the removal of five existing trees along Morrison Street and an independent Arborist report has been received outlining the current condition of the trees. A letter drop to the four properties along Morrison Street has occurred and no concerns were subsequently raised.

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GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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8.5. LIBRARY STRATEGY ADOPTION

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Jenny Fink – Executive Manager Libraries and Lifelong Learning

PURPOSE

1. The purpose of this report is to present to Council the final Libraries and Learning Strategy 2022-2027 for adoption.
2. Note changes made to the draft Libraries and Learning Strategy 2022-2027 and the draft Libraries and Learning Strategy 2022-2027 Action and Implementation Plan following consideration of submissions.

BACKGROUND

3. The draft Libraries and Learning Strategy 2022-2027 and accompanying Action and Implementation Plan were made publicly available and open to community submissions via Council's My Say page from 9 November 2021 to 10 January 2022.

KEY MATTERS

4. Council received one written submission to the strategy and implementation plan.
5. The Executive Manager Libraries and Lifelong Learning has had the opportunity to consider the submission and note some minor changes to the draft strategy and Action and Implementation Plan to be included in the final documents.
6. The proposed changes to the strategy are outlined below:
 - a. Under the Our Commitment area on pages 5 and 18 of the strategy extra wording has been added – 'ensure equity, diversity, and accessibility through service provision.'
 - b. On page 16 under the heading Living in a COVID world, the following sentences have been added – 'The library's place as a facilitator of positive relationships and the importance of the library in the provision of health and wellbeing initiatives.'
 - c. In the Reach Out section on page 20 wording has changed from – 'Develop and deliver in partnership with adult education providers, lifelong learning programs and resources to improve skills in adult literacies, digital literacies, financial literacies, health literacies and information literacies' to 'Develop and deliver, in collaboration with aligned community partners, lifelong learning programs and resources to build capacity in adult literacies, digital literacies, financial literacies, health literacies, information literacies and civic literacies.' This change has been reflected in the Action and Implementation Plan on page 2.

- d. In the Branch Out preamble on page 22 of the strategy, an extra sentence has been added – ‘The library service will also use key social indicators to assist and support the future provision of buildings, services and programs.’
 - e. In the Stand Out section on page 25 of the strategy an extra action has been added – ‘Ensure universal access through program design.’ Also, in addition an extra measure has been added to - ‘Audit existing programs for compliance.’ This change has been reflected in the Action and Implementation Plan on page 10.
7. Adopting the proposed changes that have been outlined improves the content of the strategy and action and implementation plan, while still maintaining the overall intent and direction of both draft documents that were placed on public exhibition.
 8. The documents will now be professionally designed and will be launched formally as key Council strategic plans in the near future at a date to be advised.

OFFICER RECOMMENDATION

9. That Council:

- 9.1 **Adopt and approve the City of Ballarat Libraries and Learning Strategy 2022-2027 and the accompanying City of Ballarat Libraries and Learning Strategy 2022-2027 Action and Implementation Plan.**

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]
2. City of Ballarat Libraries and Learning Strategy 2022-2027 Final Jan 2022 [8.5.2 - 28 pages]
3. City of Ballarat Libraries and Learning Strategy 2022-2027 Action and Implementation Plan Final Jan [8.5.3 - 11 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The City of Ballarat Libraries and Learning Strategy 2022-2027 has been developed at the same time as and in the context of Ballarat City Council's community consultation on its vision for the future. The library strategy is consistent with:
 - a. the *Community Vision 2021-2031*, describing the community's aspiration for the future of Ballarat
 - b. the *Council Plan 2021-2025*, which outlines the Council's strategic direction and objectives and the initiatives to be delivered over the next four years to achieve the Community Vision
 - c. the *Municipal Public Health and Wellbeing Plan 2021-2031*, which describes initiatives to improve the health and wellbeing of the Ballarat community over the next 10 years.
 - d. the *Arts and Culture Infrastructure Report 2021*, this report supports this strategy in several areas including identifying the need for a future Wendouree library relocation, the service provision gap in library services in the west of the municipality and the need for a future library at Delacombe Town Centre and an upgraded library outreach services model.

COMMUNITY IMPACT

2. Our Libraries and Learning Strategy 2022-2027 has been developed in consultation with our community and provides a vision for a community focused library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services.
3. The following 5 strategic priorities were identified for our City of Ballarat library services into the future.
 1. Engage with the Ballarat community to increase library use and service impact.
 2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
 3. Increase the size, quality and accessibility of the branch library network.
 4. Explore use of alternative models that increase community access to library services.
 5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. The strategy considers current library refurbishment and future new library buildings for Ballarat. Current refurbishments have environmental sustainability upgrades and additions, and future buildings will be built to minimise environmental impact.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no economic sustainability implications arising from this report

FINANCIAL IMPLICATIONS

6. The action and implementation plan will make use of using in house expertise through existing channels and using our current operational budget. Where this is not possible the library will carry out business plans and apply for funding through the City of Ballarat's current financial processes.

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LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk considerations arising from this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

9. During the consultation process for developing the strategy, the City of Ballarat Libraries:
 - a. conducted an online survey of library users, with more than 500 responses
 - b. hosted multiple open community consultation sessions in all three library branches
 - c. interviewed current and potential library partners among community, education, human services, and cultural organisations
 - d. spoke with Councillors and with library partners within Council business units
 - e. workshopped improvement opportunities with library managers and staff
 - f. connected with other libraries in the Central Highlands Library Network.

GENDER EQUALITY ACT 2020

10. There are no gender equality implications identified for the subject of this report. A gender impact assessment has been completed for the strategy.

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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**City of Ballarat
Libraries and Learning
Strategy
2022-2027**

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Acknowledgement of Country

The City of Ballarat acknowledges the Traditional Owners of the land we live, work, learn and play on. Within our Council boundaries, the Wadawurrung People are the Traditional Owners south of the Great Dividing Range and to the north the Dja Dja Wurrung People are the Traditional Owners. We recognise their continuing connection to the land and waterways. We pay our respects to their respective Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

The City of Ballarat Libraries also acknowledges and respects the rich history of tens of thousands of years of Aboriginal and Torres Strait Islander culture and storytelling.

We commit to providing culturally safe public spaces and services in the City of Ballarat Libraries for Aboriginal and Torres Strait Islander people and we recognise and understand our responsibility in relation to the sensitivity and significance of some of our collection materials.

Through this strategy we will work to ensure that we always deliver culturally respectful services to Aboriginal and Torres Strait Islander people.

City of Ballarat Libraries and Learning Strategy 2022-2027

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CITY OF BALLARAT LIBRARIES AND LEARNING STRATEGY 2022-2027

Vision

Your Library. Your Stories. Your Community - Learning for Life

Our commitment

The City of Ballarat Libraries are committed to working with our community and our partners to:

- recognise and pay respect to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people
- improve community outcomes
- enhance service access, reach and quality
- ensure equity, diversity, and accessibility through service provision

We are welcoming, safe, and inclusive.

We encourage learning, participation and fun.

We are professional and accountable.

Our priorities 2022-2027

Reach out	<ol style="list-style-type: none"> 1. Engage with the Ballarat community to increase library use and service impact. 2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
Branch out	<ol style="list-style-type: none"> 3. Increase the size, quality and accessibility of the branch library network. 4. Explore use of alternative models that increase community access to library services.
Stand out	<ol style="list-style-type: none"> 5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships. 6. Demonstrate regional and industry leadership in provision of community-focused public library services.

Draft 19/10/2021

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City of Ballarat Libraries and Learning Strategy 2022-2027

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Message from the Mayor

The City of Ballarat Libraries are highly valued, welcoming, and inclusive spaces that can be used by all



of our community, to read, study, work, play or relax in. In the past five years we have loaned 2,768,019 items, welcomed 1,672,781 people, delivered 10,288 programs for 104,693 attendees, and provided 206,272 hours of Wi-Fi and PC accessibility. Our libraries encourage connection, participation and celebrate the diverse community that is uniquely Ballarat.

Our future libraries will be places that inspire, surprise, and delight the people using them, with a strong focus on fostering lifelong learning and the recognition that our community needs to constantly adapt, evolve, and learn new skills to navigate the enormous amounts of information we

have access to in our everyday lives.

Our library spaces will grow and become multifunctional, developing into places that are co-located with other Council areas providing an integrated service approach. Outreach library services will expand to the whole of the Ballarat community through flexible and innovative service delivery models.

Our Ballarat library will be transformed during this strategy period. This library will be expanded by a further 700sqm and the addition of many more accessible spaces such as a maker space, bookable meeting rooms, community kitchens and a children’s section that encourages play and participation will be valuable additions to this flagship building.

Our Libraries and Learning Strategy 2022-2027 has been developed in consultation with our community and provides a vision for a community focused library service that will plan for future growth in Ballarat and continue to provide relevant and responsive services.

“I feel libraries are the backbone of our communities - they offer so many opportunities for learning, connectedness and for many, an introduction to literacy”

Using the latest data and research on best practice in public library services in addition to extensive community and stakeholder consultation the following 6 strategic priorities were identified for our City of Ballarat library services into the future.

1. Engage with the Ballarat community to increase library use and service impact.
2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.
3. Increase the size, quality and accessibility of the branch library network.
4. Explore use of alternative models that increase community access to library services.
5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.

City of Ballarat Libraries and Learning Strategy 2022-2027

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21st century libraries

The City of Ballarat Libraries are constantly evolving in response to a growing and more diverse community, changes in society and the ever-increasing role of technology in our everyday lives. We collaborate with other regional, Victorian, Australian, and international public libraries to share insights and best practice to benefit the Ballarat community.

"The story times were an integral part of my early months of being a mother and offered me so much quality time in a safe space and to meet other families"



Australian Library and
Information Association

ALIA Statement on public library services

The Australian Library and Information Association's (ALIA) statement on public library services clearly articulates the important role that contemporary public libraries play in the lives of millions of Australians.

"Freedom of access to Australian public library and information services is essential:

- *to enable all community members to participate in and contribute to society, including the democratic process*
- *to actively contribute to social inclusion*
- *to enable people to contribute to the economic wellbeing of their families and the nation."*¹

"Public libraries welcome everyone. Core services are free at the point of delivery, and the aim of library teams is to reduce any barriers to engagement for people from diverse backgrounds and to promote equity of access to information, activities, and resources.

Public libraries are agile and embrace a variety of roles. They support literacy and reading for pleasure; lifelong learning; arts, culture, and local heritage; cybersafety and digital inclusion. They promote the work of Australian writers and creators; provide safe spaces for meetings, study, work, and relaxation; ensure that people have freedom of access to the information they need for personal development, health, wellbeing, and active participation in our democratic society, and help people connect with government.

¹ ALIA Statement on public library services, <https://www.alia.org.au/about-alia/policies-standards-and-guidelines/statement-public-library-services>.

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Australian public libraries are staffed by qualified library and information and other professionals and benefit from the employment of people from related disciplines, such as IT, marketing, teaching and community engagement in support roles.

While reading and book borrowing (in all formats) remain at the heart of public libraries, new technologies play an increasingly important part in the service, both behind the scenes, with developments in library management and support systems, eBook and electronic resource platforms, and front of house, with PCs, tablets, and other devices available for library users.

More space is being made available for individuals, families, and groups. Study pods, technology-enabled meeting rooms, sound studios and other makerspaces support creative, digitally inclusive, learning communities. Library users are no longer passive consumers of content. They want to participate in programs and activities and create new works, whether literary, artistic, musical, or functional.

Programs, exhibitions, and other activities encourage library users to build on their existing skills and experiment with new ideas. Public libraries use the latest communication techniques and social media channels to promote the many opportunities they create for local people, contributing to recreational enjoyment, education outcomes, creativity, economic participation and prosperity.”



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United Nations Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) agenda is a framework of 17 Sustainable Development Goals which span economic, environmental, and social development. The Goals are an urgent call for action by all countries – developed and developing – in a global partnership. They recognise that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change.

“They are a key resource - particularly for those who can't afford to buy books or access digital programs otherwise. I relied heavily on my local library growing up and developed a lifelong love of learning because of this access.”

The City of Ballarat recognises the importance of the realisation of these goals and will use them as a reference for future planning.²



Our libraries offer a range of resources and services that promote the achievement of each of the 17 Sustainable Development Goals (SDGs) from promoting literacy, to offering free access to information, libraries are safe, welcoming spaces, at the heart of communities. They come with the indispensable support of a dedicated staff with a deep understanding of local needs. They advance digital inclusion through access to Information and Communication Technology (ICT), internet connection and skills. They promote innovation, creativity, and access to the world’s knowledge for current and future generations.³ A

They are a comfort zone for a diverse range of people. Where else do so many people consistently share a community space? They also provide such a variety of resources.

² Council Plan 2021-2025, City of Ballarat, 2021, <https://mysay.ballarat.vic.gov.au/ballarat-our-future1>

³ Libraries and the Sustainable Development Goals: a storytelling manual, IFLA, 2018

City of Ballarat Libraries and Learning Strategy 2022-2027

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number of our actions specifically relate to individual goals, and these are featured in the section - A vision for the future – Actions 2022-2027

Like all public libraries, City of Ballarat Libraries are in a unique position to create initiatives which promote the SDGs and foster change in our community. Since 2017, ALIA has worked with Federal and Local Governments, cultural institutions, library leaders and relevant organisations to promote and further these goals.⁴

⁴ *Libraries and the UN 2030 Agenda*, Australian Library, and Information Association, 2021, <https://www.alia.org.au/advocacy-and-campaigns/think-global-act-local>

City of Ballarat Libraries and Learning Strategy 2022-2027

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A plan for our community

The Libraries and Learning Strategy 2022-2027 sets a bold direction for the City of Ballarat Libraries at a time of significant challenges and uncertainties.

A growing and more diverse population

Ballarat is Victoria’s largest inland city: leading the way as a sustainable, innovative and inclusive community.⁵ The City’s population of 113,725 (2021) has grown by almost 20% in the past 10 years and is forecast to grow by a further 27% to more than 144,000 by 2036.⁶ Much of this population growth will be in the Ballarat West Growth Area, with forecast growth of over 20,000 people concentrated in Delacombe (an extra 7,200 people), Cardigan/Lucas/Bunkers Hill (+6,700), Bonshaw/Smythes Creek (+4,000) and Alfredton (+3,900).

113,725 Estimated population 2021	144,108 Forecast population 2036	1.4% Identify as Aboriginal or Torres Strait Islander	9.5% Population born overseas
60+ Suburbs and localities	22.9% Aged 0 to 17 years	23.1% Aged 60 years or more	28.0% Lone person households
16.0% Households with no internet access	6.2% Require assistance due to a severe or profound disability	14.5% School starters at risk or vulnerable on language/ cognitive development	981 SEIFA Index of Disadvantage (above average disadvantage)

Notably, Ballarat’s population is characterised by the disparity in socio-economic status (SES), with some suburbs having relatively high levels of education, employment, and income, while others (e.g., Wendouree, Sebastopol, Redan) are among the 2.5% most disadvantaged areas in the state – with low levels of employment, literacy, income, and wellbeing.

“It (the Library) offers a way for everyone, regardless of demographic, age or finances, access to knowledge. This to me is the foundation of empowerment.”

The City of Ballarat Libraries are open to everyone and used by a wide cross-section of the community – approximately 40% of the population are library users. In planning for the future, the library service must continue to cater for the reading, learning and the social needs of people of all ages, backgrounds, abilities, and interests.

⁵ Council Plan 2021-2025, City of Ballarat, 2021, <https://mysay.ballarat.vic.gov.au/ballarat-our-future1>

⁶ City of Ballarat Community Profile, profile.id, <https://profile.id.com.au/ballarat>

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An expanding library network

The City of Ballarat has three library branches at Ballarat, Sebastopol and Wendouree, and five outreach service points – as well as the library website (the library service’s ‘4th branch’). All three physical branches offer the full range of contemporary public library services:

- physical and digital collections for people of all ages and interests
- information and reference services
- community programming, including the popular early years’ literacy programs
- digital literacy assistance and training programs
- free access to computers, the internet and Wi-Fi services
- places and spaces where people can read, relax, study, work, meet and create.

The library also operates a Home Library Service that delivers books and collection items to housebound and residents living in aged care facilities.

On average, each year the library network has:

- more than 30,000 members
- 300,000 branch visits
- 250,000 website visits
- 500,000 loans of physical items
- 50,000 downloads of eBooks and digital resources
- 10,000 Wi-Fi sessions
- 15,000 program participants.



Our libraries are also multi-functional facilities that can be quickly adapted for other purposes especially in community emergency situations such as acting as cooling centres during heatwaves and recently during the COVID crisis serving as a donation’s hub for emergency food relief.

The recent upgrade of Sebastopol Library has produced an excellent community library with engaging spaces for a variety of users.

City of Ballarat Libraries and Learning Strategy 2022-2027

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By comparison, the Wendouree Library is quite small given the needs of the local community and lacks staff facilities.

The Ballarat Library is scheduled for redevelopment commencing in 2021, which will see a significant increase in programming and community meeting spaces. This refurbishment has come about from past engagement and consultation with the community. The library will be completely transformed into the City of Ballarat's flagship library through the upgrade of existing spaces and the addition of new spaces including a large 300sqm children's section and a further 700sqm of public space on the first floor of the library. Welcome additions will also include a coffee cart, community kitchens, more meeting rooms and a dedicated technology and maker space.

By industry standards, however, the City of Ballarat's current library network is under-sized in terms of available public access floor space. Without further growth it would be 50% under-sized by 2036.

Our strategic preference when planning for the future is to not be a standalone institution, but an integral part of Council services. Opportunities exist for colocation of other Council services within our library network, especially in areas where resourcing has been a challenge regarding both space and staffing. Our libraries can provide collegiate support for these services while giving the community better outcomes in terms of access to Council services.

Future planning for suitable library infrastructure is crucial for the Wendouree area and this strategy and the Council plan highlights the need to identify a suitable location for a new purpose built Wendouree library. Planning will also be undertaken for a future library to serve the Ballarat West growth area located in the Delacombe Town Centre.

The actual build of both the Wendouree and Delacombe Library and Community Hubs sit outside the scope of this strategy, however initial groundwork around concept plans is crucial to take advantage of possible future funding opportunities.

The City of Ballarat Libraries – through the Central Highlands Library Network's shared services model – also provides a range of library services to more than 200,000 people across nearly 20,000 km² in seven Local Government Areas in western and central Victoria. This includes the Shires/Cities of Southern Grampians, Ararat, Northern Grampians, Pyrenees, Central Goldfields, Hepburn, and Moorabool.

"In Sebastopol it is one of the main community places that we have, so it is valuable and provides a safe place to learn and to relax and enjoy."

City of Ballarat Libraries and Learning Strategy 2022-2027

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A well-loved community service

A 2021 survey of more than 500 library users indicated that the City of Ballarat Libraries are a well-loved community service.

- Average customer satisfaction rating of 8.3 out of 10, with 74% of respondents rating the library at 8 or more out of 10.
- 63% of library users favour the library closest to their home, with others having preferences based on better access to parking, better collections, and better facilities.
- 77% typically borrow something when they come to the library, mostly books and magazines.
- 54% use the library website to browse the catalogue, reserve items, download ebooks or find out what is on at the library.
- 44% ask the library staff for assistance in reading suggestions, using computers, or finding information.
- 29% sometimes bring children to the library to attend a program or borrow books and DVDs.
- 29% use the library computers, WIFI or printers and scanners.
- 16% participate in library programs.

“They (libraries) are the heart of an inclusive, literate, and vibrant community.”

When asked how they thought the library service could be improved, the overwhelming response was to improve access to parking at Ballarat Library. Increased opening hours and access to more study, work and casual spaces were also highlighted. 38% of respondents indicated that they would be open to using the library if it were accessible outside of normal hours.

Living in a COVID world

The global COVID pandemic has changed the way we live, work and play. It has also changed the way the public engage with library services and the way that library services are delivered to the community. As we come to terms with living in a ‘COVID-normal’ world there are some changes that will continue to influence the City of Ballarat Libraries.

- Use of eBooks and digital resources increased by more than 50% during COVID lockdowns. For the first time many library users experienced downloading and reading books online. Some have continued to use this option, while many others are glad to have a book back in their hands.
- Social distancing and space limitations led to redesign of library layouts, especially in the placement of casual seating and individual/small group workspaces.

City of Ballarat Libraries and Learning Strategy 2022-2027

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- The importance of the library as a place of social connection was recognised, especially for young families attending Storytime sessions, Book Clubs, Home Library Service members and those who live alone and come to the library to be around other people.
- The library's place as a facilitator of positive relationships was widely recognised.
- The significant increase in people 'working from home' has for some become a case of 'working from the library'.
- People moving to regional areas from metropolitan Melbourne are coming to the library with high expectations of the scope of services they can access.
- The importance of the library in the provision of health and wellbeing initiatives.



City of Ballarat Libraries and Learning Strategy 2022-2027

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Connecting with the community

The City of Ballarat Libraries and Learning Strategy 2022-2027 has been developed at the same time as and in the context of Ballarat City Council's community consultation on its vision for the future. The library strategy is consistent with:

- the *Community Vision 2021-2031*, describing the community's aspiration for the future of Ballarat
- the *Council Plan 2021-2025*, which outlines the Council's strategic direction and objectives and the initiatives to be delivered over the next four years to achieve the Community Vision
- the *Municipal Public Health and Wellbeing Plan 2021-2031*, which describes initiatives to improve the health and wellbeing of the Ballarat community over the next 10 years.
- the *Arts and Culture infrastructure Report 2021*, this report supports this strategy in several areas including identifying the need for a future Wendouree library relocation, the service provision gap in library services in the west of the municipality and the need for a future library at Delacombe Town Centre and an upgraded library outreach services model.

The development of the Strategic Plan has also been informed by:

- current research on best practice in public library services and emerging trends in society
- benchmarking data and analysis of current library collections and usage
- demographic statistics and population forecasts for the City of Ballarat
- library user and stakeholder views on current library services and future service opportunities.

During the consultation process the City of Ballarat Libraries:

- conducted an online survey of library users, with more than 500 responses
- hosted multiple open community consultation sessions in all three library branches
- interviewed current and potential library partners among community, education, human services, and cultural organisations
- spoke with Councillors and with library partners within Council business units
- workshopped improvement opportunities with library managers and staff
- connected with other libraries in the Central Highlands Library Network.

"They are great hubs for the community and provide so many learning and social opportunities. Plus, it is great to be able to provide me and my son with many books!"

City of Ballarat Libraries and Learning Strategy 2022-2027

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A vision for the future – Actions 2022-2027

Vision

Your Library. Your Stories. Your Community - Learning for Life

Our commitment

City of Ballarat Libraries are committed to working with our community and our partners to:

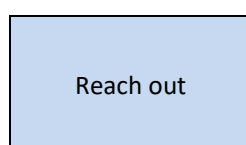
- recognise and pay respect to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people
- improve community outcomes
- enhance service access, reach and quality
- ensure equity, diversity, and accessibility through service provision

We are welcoming, safe, and inclusive.

We encourage learning, participation, and fun.

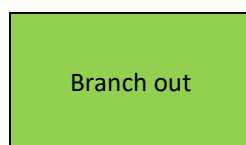
We are professional and accountable.

Our priorities 2022-2027



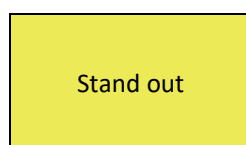
1. Engage with the Ballarat community to increase library use and service impact.

2. Target library services to priority community cohorts with a focus on literacy, lifelong learning, digital inclusion and wellbeing.



3. Increase the size, quality and accessibility of the branch library network.

4. Explore use of alternative models that increase community access to library services.



5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.

6. Demonstrate regional and industry leadership in provision of community-focused public library services.

City of Ballarat Libraries and Learning Strategy 2022-2027

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Key actions – 2022/2027

The key actions against each of the City of Ballarat Libraries’ six strategic priorities are outlined below.

The library will release an annual action plan and progress report for the life of this strategy.

Reach out	1. Engage with the Ballarat community to increase library use and service impact.
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Victorian public library services deliver on average a net return to the community of \$4.30 for every \$1 invested.⁷ The higher the level of use, the greater the return for individuals and the community.

The City of Ballarat Libraries will strive to:

- raise community awareness of the services on offer at a modern public library
- engage the community to ensure that the services offered respond to community needs
- offer inclusive programs to the entire community
- increase library visitation (onsite and online), participation, use and impact.

Action	Due	Measure
Develop and implement a marketing and promotions strategy which uses a variety of media and communication channels to increase awareness and understanding of available library services.	2022/2023	Increased enews subscribers. Popup library events. Increased library membership. Feedback reported from library users.
Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services.	2022	Website developed and live. Increased use of online resources.
Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs.	2022-2027	Connections with the Intercultural community. Participation in the Harmony Festival. Regular conversation café events.
Conduct two-yearly community surveys and feedback processes to inform, shape and improve the range and quality of the City of Ballarat Libraries’ collections, programs, services, and spaces.	2023, 2025	Surveys conducted and reported to Council.

⁷ *The Value of Public Libraries in Victoria*, SGS Economics and Planning, 2017. <https://www.sgsep.com.au/maps/2018/victoria-value-of-public-libraries/>

City of Ballarat Libraries and Learning Strategy 2022-2027

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Reach out	2. Promote Learning for Life through the delivery of programs, print and digital collections and activities that focus on literacy, lifelong learning, digital inclusion and wellbeing
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Public libraries have demonstrated their capacity to change people's lives in many ways. The City of Ballarat Libraries can maximise the impact of our resources and staff capability by targeting our programming and partnership efforts to those areas of greatest need in our community.

Action	Due	Measure
Develop and deliver, in collaboration with aligned community partners, lifelong learning programs and resources to build capacity in adult literacies, digital literacies, financial literacies, health literacies, information literacies and civic literacies.	2022-2027	Collaborative programs delivered. Technology Hub programs reviewed against community need. Grow the number of diverse Programs established with community partners – min 2 per annum.
Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.	2022-2027	Program framework developed A minimum of 4 programs delivered by each library site.
Work with Council business units and community organisations to provide Ageing Well library programs and resources that promote social connections and physical and mental wellbeing.	2022-2027	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.
Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community.	2022-2027	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.
Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.	2022-2027	Establish regular meetings with the Youth Services unit. Collaborative programs established and delivered.
Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	2022-2027	Establish regular meetings with disability providers and consult with Council's Disability Action Committee.

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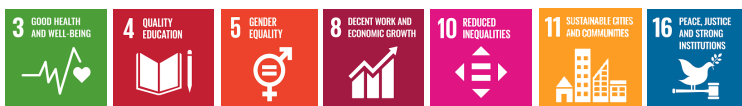
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City of Ballarat Libraries and Learning Strategy 2022-2027

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		Collaborative programs established and delivered
Work in partnership with Family and Children’s services to ensure that all early year’s literacy programs are evidence based in all libraries	2022-2027	Ensure best practice approaches in line with SLV (State Library of Victoria) Reading and Literacy for All and Professional development and training in literacy support for EYL staff
Investigate the City of Ballarat becoming a UNESCO Learning City.	2022-2023	Investigation carried out and reported to Council for consideration.

These actions align with the following Sustainable Development Goals



City of Ballarat Libraries and Learning Strategy 2022-2027

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Branch out 3. Increase the size, quality and accessibility of the branch library network.

The City of Ballarat is focused on ensuring that our libraries are in areas that are accessible to our growing community. Work will be undertaken over the next 10 years to ensure access to library facilities – located in activity centres and aligned with other civic, community, cultural, educational and/or recreational services. The library service will also use key social indicators to assist and support the future provision of buildings, services, and programs.

Action	Due	Measure
Commission concept design work for a future Delacombe Town Centre Library and Community Hub.	2022-2023	Concept design work commissioned and reported on to Council.
Commission a feasibility study and concept design work for a future Wendouree Library and Community Hub.	2022-2023	Feasibility study commissioned and reported on to Council.
Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	2022-2023	Refurbishment of Ballarat Library completed and delivered on by 2023
Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community	2022-2023	Business case completed and presented to Council



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Branch out**4. Explore use of alternative models that increase community access to library services.**

Public libraries continually adapt their service models to utilise the power of emerging technologies and increase community access to local library services. To accommodate people who are unable or prefer not to visit library branches during standard working hours we can extend access via open library models (e.g., safe, and secure 24/7 access to partially unstaffed facilities) and take services out into the community.

Action	Due	Measure
Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.	2023	Review of outreach model and programs undertaken and completed. Investigation undertaken and business case for acquisition completed.
Investigate the use of express library models that provide local access to the latest and popular collections and reserved collection items through library kiosks, click and collect and library collection lockers.	2023-2027	Review of outreach model and locations against a needs and gap analysis report undertaken and completed. Investigation undertaken and business case for acquisition of library kiosks completed and presented to Council.
Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model.	2022/2023	Investigation undertaken and reported on.
Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services.	2022/2023	Costings and investigation undertaken to increase opening hours using an integrated library/customer/visitor information service approach.

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These actions align with the following Sustainable Development Goals

City of Ballarat Libraries and Learning Strategy 2022-2027

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Stand out **5. Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.**

Public libraries collaborate with community, education, and government agencies to improve the reach and accessibility of library services, improve the efficiency of service delivery, and minimise service duplication. By partnering with groups and organisations that provide specific knowledge, skills or connections, the City of Ballarat Libraries can increase their ability to embrace contemporary issues and trends, providing valuable insights and opportunities to strategically engage with the community and enhance visibility of library services.

Action	Due	Measure
Work closely with the Community Wellbeing Directorate and associated community organisations to support Ballarat City Council's strategic objectives in relation to Community Engagement, Family and Children's Services, Youth Services, Ageing Well and Intercultural Services.	2022-2027	Council plan objectives met, and collaborative projects designed and co-delivered.
Ensure universal access through program design.	2023/2024	Audit existing programs for compliance
Work in partnership with other heritage and cultural organisations to preserve the City of Ballarat's historical collections and stories and increase the accessibility of these collections.	2022-2027	Preservation needs assessment undertaken. Heritage & history section of the collection development plan updated. Digitisation plan completed.
Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	2022-2023	ATSILIRN protocols adopted and in use in all City of Ballarat Libraries

City of Ballarat Libraries and Learning Strategy 2022-2027

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Stand out **6. Demonstrate regional and industry leadership in provision of community-focused public library services.**

The City of Ballarat is looked to as a regional centre and cultural hub in central western Victoria, and the library service is already acknowledged as an industry leader through the Central Highlands Library Network. We will, through investment in our people and processes, continue to lead our industry and the Ballarat community in celebrating our rich cultural heritage.

Action	Due	Measure
Grow and develop the knowledge, skills, and capabilities of library staff so they are familiar with, and demonstrate best contemporary practice, in provision of public library services.	2022-2027	Number of opportunities for staff to gain experience in higher duties.
Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services.	2022-2027	Regular meetings with the Central Highlands Libraries group. A minimum of 1 library staff combined training day per annum.



These actions align with the following Sustainable Development Goals

City of Ballarat Libraries and Learning Strategy 2022-2027

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The City of Ballarat Libraries would like to acknowledge the assistance of I&J Management Services in developing this document.

“The staff are amazing. Always friendly and I’ve witnessed so many examples of inclusive behaviours that tells the community that everyone is valued and welcome.”

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City of Ballarat Libraries and Learning Strategy 2022-2027

Action and Implementation Plan

Reach out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
Engage with the Ballarat community to increase library use and service impact.	Develop and implement a marketing and promotions strategy which uses a variety of media and communication channels to increase awareness and understanding of available library services.	Increased enews subscribers. Popup library events. Increased library membership. Feedback reported from library users.	2022/2023	Recurrent	Library Marketing Library Leadership Media and Communications	Library Users
	Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services.	Website developed and live. Increased use of online resources.	2022/2023	Recurrent	Library Leadership Library Marketing Media and Communications Information Service	Library Users
	Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding. Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs.	Connections with the Intercultural community. Participation in the Harmony Festival. Regular conversation café events.	2022-2027	Recurrent	City of Ballarat Libraries Intercultural Services Youth Services	Library Users BRMC – Ballarat Regional Multicultural Council Specific Cultural Groups Specific faith groups The Centre for Multicultural Youth

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	Conduct two-yearly community surveys and feedback processes to inform, shape and improve the range and quality of the City of Ballarat Libraries' collections, programs, services, and spaces.	Surveys conducted and reported to Council.	2023, 2025	Recurrent	Library Leadership City of Ballarat Libraries	Library Users Council staff Councillors
Promote Learning for Life through the delivery of programs, print and digital collections and activities that focus on literacy, lifelong learning, digital inclusion and wellbeing	Develop and deliver, in collaboration with aligned community partners, lifelong learning programs and resources to build capacity in adult literacies, digital literacies, financial literacies, health literacies, information literacies and civic literacies.	Collaborative programs delivered. Technology Hub programs reviewed against community need. Grow the number of diverse Programs established with community partners – min 2 per annum.	2022-2027	Recurrent	Community Programs Team Library Leadership Digital Programs Team Ageing Well	Library Users Community Houses Adult Education Providers
	Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community.	Program framework developed A minimum of 4 programs delivered by each library site	2022-2027	Recurrent	Reader Development Team	Library Users
	Work with Council business units and community organisations to provide Ageing Well library	Establish regular meetings with the Ageing Well unit.	2022-2027	Recurrent	Community Programs Team Digital Programs Team	Library Users Ageing Well clients

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	programs and resources that promote social connections and physical and mental wellbeing.	Collaborative programs established and delivered.			Ageing Well	
	Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community.	Establish regular meetings with the Ageing Well unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Ageing Well	Library Users Ageing Well clients
	Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies.	Establish regular meetings with the Youth Services unit. Collaborative programs established and delivered.	2022-2027	Recurrent	Community Programs Team Digital Programs Team Youth Services	Library Users Youth organisations and advisory groups
	Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience)	Establish regular meetings with disability providers and consult with Council’s Disability Action Committee. Collaborative programs established and delivered	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team Ageing Well Family and Children’s Services Engaged Communities	Library Users specifically families with children or adults with special needs

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	Work in partnership with Family and Children’s services to ensure that all early year’s literacy programs are evidence based in all libraries	Ensure best practice approaches in line with SLV (State Library of Victoria) Reading and Literacy for All and Professional development and training in literacy support for EYL staff	2022-2027	Recurrent	Early Years Team Community Programs Team Digital Programs Team Family and Children’s Services	Library Users specifically families with children in their early years. Education providers
	Investigate the City of Ballarat becoming a UNESCO Learning City.	Investigation carried out and reported to Council for consideration.	2022-2023	Recurrent	Reader Development Team Community Programs Team Library Leadership Team	Library Users Educational providers

- The programs listed in the **Reach out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these programs will be delivered in collaboration with other organisations within the Ballarat community.
- Where possible we will take advantage of available grants to support delivery of specific programs

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Branch Out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
Increase the size, quality and accessibility of the branch library network	<p>Commission concept design work for a future Delacombe Town Centre Library and Community Hub.</p> <p>Further Planning for the building of this Library and Community Hub is scheduled in Council’s future infrastructure plan in 2026/2027.</p> <p>Prepare scoping, charter, and other relevant documentation to support the proposed concept.</p>	<p>Concept design work commissioned and reported on to Council.</p>	2022-2023	<p>Prior approval has been obtained for the concept plans for the Delacombe Town Centre Library and Community Hub and this work will be delivered using current operational budgets.</p>	<p>City of Ballarat Libraries Engaged Communities Family and Children’s Services Major Projects Parent Place</p>	<p>Library Users Delacombe Community Delacombe Town Centre business owners Ballarat South Neighbourhood House Education Providers in Delacombe Community organisations in Delacombe</p>
	<p>Commission concept design work for a future Wendouree Library and Community Hub.</p> <p>Further Planning for the building of this Library and Community Hub is scheduled in Council’s future infrastructure plan in 2030/2031.</p>	<p>Concept design work commissioned and reported on to Council.</p>	2022-2023	<p>Prior approval has been obtained for the concept plans for the Wendouree Library and Community Hub and this work will be delivered using</p>	<p>City of Ballarat Libraries Engaged Communities Family and Children’s Services Wendouree Library Major Projects Parent Place</p>	<p>Library Users Wendouree Community organisations Wendouree Neighbourhood House Education Providers in Wendouree</p>

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	Prepare scoping, charter, and other relevant documentation to support the proposed concept.			current operational budgets.		
	Completely refurbish the current Ballarat Library by 2023, commencing in 2021.	Refurbishment of Ballarat Library completed and delivered on by 2023	2022-2023	refurbishment of the Ballarat Library has been approved by Council and work on the Ballarat library will be undertaken over 2022/2023 costing approximately \$6.96M.	City of Ballarat Libraries Family and Children's Services Major Projects Ballarat library Youth Services Intercultural Services Parent Place	Library Users Central Ballarat businesses Community organisations in Central Ballarat GovHub Market St Businesses Education Department BADAC Civic Hall Education Providers in Central Ballarat
	Complete a business case for the expansion of the public library services at the Eureka Centre, in addition to the Ballarat Research Hub at Eureka services for the Ballarat East community	Business case completed and presented to Council	2022-2023	The business case for expanded library services to the Eureka Centre will be undertaken in addition to a workforce planning report.	City of Ballarat Libraries Eureka Centre	Public Records Office Victoria Research Hub users Ballarat East Community members Ballarat Genealogical Society Ballarat Historical Society Library Users

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<p>Explore use of alternative models that increase community access to library services.</p>	<p>Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations.</p>	<p>Review of outreach model and programs undertaken and completed.</p> <p>Investigation undertaken and business case for acquisition completed.</p>	<p>2023</p>	<p>The feasibility study for a fit for purpose mobile library vehicle will be undertaken in 2022/2023 and a business case and budget submission will be developed for 2023/2024 financial year. The City of Ballarat will apply for funding through the Living Libraries Infrastructure Program to assist with costs associated with this vehicle. It is anticipated that the budget request to Council will be approximately \$120,000.</p>	<p>City of Ballarat Libraries Library Outreach team</p>	<p>Library Users Outreach Library Users Community organisations Local progress organisations</p>
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	Investigate the use of express library models that provide local access to the latest and popular collections and reserved collection items through library kiosks, click and collect and library collection lockers.	Review of outreach model and locations against a needs and gap analysis report undertaken and completed. Investigation undertaken and business case for acquisition of library kiosks completed and presented to Council.	2023-2027	The investigation into the express library models will be undertaken using in house expertise in 2022/2023 and a business case and budget submission will be developed for the 2023/2024, 2024/2025,2025/2026 financial years. It is anticipated that the budget requests to Council will be \$45,000 on each of these years.	City of Ballarat Libraries	Library Users Outreach Library Users Community organisations Local progress organisations
	Investigate expansion of opening hours at Ballarat and Sebastopol Libraries through an open library model.	Investigation undertaken and reported on.	2022/2023	Recurrent	Library Leadership Team Ballarat Library Team Sebastopol Library Team	Library Users Federation University ACU University
						Library Users

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	<p>Investigate extended library opening hours in conjunction with Council customer service and Visitor Information services.</p>	<p>Costings and investigation undertaken to increase opening hours using an integrated library/customer/visitor information service approach.</p>	<p>2022/2023</p>	<p>Investigations into extended opening hours will be carried out using in house expertise and a business case including workforce planning and budget submission will be developed for the 2022/2023 and 2023/2024 financial years.</p>	<p>Library Leadership Team Ballarat Library Team Council Customer Service Visitor Information Team</p>	<p>Council customers All Council units Visitor and Tourism organisations</p>
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Stand out						
Strategic Goal	Action	Performance Measure	Timeframe	Budget	Leading Teams	Key Stakeholders
Exemplify a strategic approach to delivering purposeful and mutually beneficial service partnerships.	Work closely with the Community Wellbeing Directorate and associated community organisations to support Ballarat City Council’s strategic objectives in relation to Community Engagement, Family and Children Services, Youth Services, Ageing Well and Intercultural Services.	Council plan objectives met, and collaborative projects designed and co delivered.	2022-2027	Recurrent	City of Ballarat Libraries	Engaged Communities Family and Children Services Youth Services Ageing Well Intercultural Services
	Ensure universal access through program design.	Audit existing programs for compliance	2023/2024	Recurrent	City of Ballarat Libraries	Engaged Communities Family and Children Services Youth Services Ageing Well Intercultural Services
	Work in partnership with other heritage and cultural organisations to preserve the City of Ballarat’s historical collections and stories and increase the accessibility of these collections.	Preservation needs assessment undertaken. Heritage & history section of the collection development plan updated. Digitisation plan completed.	2022-2027	Recurrent	City of Ballarat Libraries Eureka Centre	Ballarat Historical Organisations Research Hub users Library Users

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	Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the ATSILIRN Protocols for Libraries, Archives, and Information Services.	ATSILIRN protocols adopted and in use in all City of Ballarat Libraries	2022-2023	Recurrent	City of Ballarat Libraries	Wadawurrung Corporation Dja Dja Wurrung Corporation KEAG (Koorie Engagement Action Group)
Demonstrate regional and industry leadership in provision of community-focused public library services.	Grow and develop the knowledge, skills, and capabilities of library staff so they are familiar with, and demonstrate best contemporary practice, in provision of public library services.	Number of opportunities for staff to gain experience in higher duties.	2022-2027	Recurrent	Library Leadership Team	Library staff
	Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services.	Regular meetings with the Central Highlands Libraries group. A minimum of 1 library staff combined training day per annum.	2022-2027	Recurrent	Library Leadership Team Technical services team	Central Highlands Libraries staff Central Highlands Libraries LGAs key responsible Council Officers

- The **Stand out** action areas will be delivered using in house expertise through existing channels and using our current operational budget.
- A number of these actions will be delivered in collaboration with other Council units, organisations within the Ballarat community and through the Central Highlands region.
- Where possible we will take advantage of available grants to support delivery of specific programs.

8.6. CLOTH NAPPY AND REUSABLE SANITARY PRODUCTS REBATE

Division: Corporate Services
Director: John Hausler
Author/Position: Lorraine Sendall, Executive Assistant - Corporate Services

PURPOSE

1. Council indicated at a briefing held in November of 2021, that it would like a Council report prepared for the consideration of a rebate scheme for disposal cloth nappies and reusable sanitary products.
2. This report responds to the discussion at the briefing and outlines the proposed process and conditions of a trial of such a scheme, providing households within the City of Ballarat with the option of purchasing reusable nappies and sanitary products and applying for a rebate from Council.

BACKGROUND

3. Nappies and women's sanitary items are essential to healthy living but are also items that contribute significantly to landfill.
4. The manufacturing of disposable nappies uses finite natural resources and produces carbon emissions that contribute to climate change. Surveys conducted by Choice show 95% of parents in Australia opted for disposable nappies.
5. The variability in usage rates and washing and drying practices between families and the different environmental impacts of disposable and cloth (reusable) nappies make a direct comparison between the two difficult. However, the University of Queensland has used Australian data to conduct a life cycle assessment of comparing disposable to home-washed re-usable. The assessment considered four environmental indicators: water resource depletion, non-renewable energy depletion, solid waste and land area for resource production. The study concluded that home washed reusable nappies have the potential for the least environmental impact if washed in a water-efficient frontloading washing machine in cold water and line dried.
6. Provided that reusable nappies are handled as outlined above, they provide a reduced environmental impact when compared to disposable nappies.

KEY MATTERS

7. It is estimated that each child uses between 5,000 and 6,000 disposable nappies from birth until toilet training and these take up to 150 years to break down, compared to only 30 reusable nappies being required for the same child, which may be able to be reused for other children. This makes disposable nappies one of the State's most significant landfill issues. The City of Ballarat sends approximately 8 million nappies to landfill each year.
8. A group of Councils in Melbourne recently received a grant for \$80k from Sustainability Victoria through the Victorian Government's Recycling Victoria Council Fund and committed an additional \$5k each towards a feasibility study to increase the use of reusable items in the economy. Sustainability Victoria have advised that no further

grants are currently available at this time subject to the completion of the feasibility study.

9. Nappy and sanitary product rebates alleviate some of the up-front costs and encourage residents to consider their use.
10. It is proposed that the maximum amount claimable by residents participating in the rebate program would be 50% of the purchase price for cloth nappies/sanitary products per household, up to a maximum of \$100 for those that provide a receipt showing proof of purchase and prove that they are a resident of the City of Ballarat. For example, regardless of if a resident spends \$200 or \$400 in purchase, the maximum claimable rebate from Council is \$100.
11. Officers have considered the impact of implementing the program for a six month trial and would advise that the trial program could be administered from within their existing resources.
12. Applications will be processed on a first come, first serve basis until funds allocated are exhausted.

OFFICER RECOMMENDATION

13. That Council:

13.1 Trial a Cloth Nappy and Reusable Sanitary Product rebate for a period of six months commencing 1 March 2022 allowing a maximum budget of \$30,000 with the following conditions:-

- 13.1.1 The rebate includes Cloth nappies, reusable swim nappies, reusable sanitary products, reusable liners for nappies, reusable baby wipes, wet bags for reusable nappies and reusable nursing breast pads.**
- 13.1.2 That the rebate be for 50% of the purchase price per household, up to a maximum of \$100. Each household in the City of Ballarat is eligible for one rebate per category and separate applications are required for each category.**
- 13.1.3 The applicant must reside in the property within the City of Ballarat that is requesting the rebate and provide proof of residence in the form of rates notice / utility account / drivers licence, which is a maximum of three months old in the applicant's name.**
- 13.1.4 The applicant must provide a copy of the receipt of proof of purchase. It must clearly identify the company name, date of purchase and name and cost of each item purchased.**
- 13.1.5 Receipt of proof of purchase must be no older than 3 months and be whole, not a partial copy.**
- 13.1.6 Applications to be submitted online or at Council's Customer service centre at the Phoenix Building.**

- 13.1.7** **The rebate program may be paused at any time if budget allocations have been exhausted.**
- 13.1.8** **Successful applicants will have the rebate transferred to their nominated account.**
- 13.1.9** **The City of Ballarat holds the right to reject any application on the basis it is determined ineligible.**

- 13.2** **Note that the \$30,000 required to fund the trial program has been incorporated into the 2021/22 Mid Year Budget Review adjustments.**
- 13.3** **Request a briefing on the progress of the trial after the completion of the first six months of running the program.**

ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan Alignment: Continuous improvement in our landfill management practices.

COMMUNITY IMPACT

2. Support the community and business to reduce waste generation.
3. Support community driven sustainability initiatives.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. This initiative will provide a reduced environmental impact compared to disposable nappies and disposable sanitary pads.
5. Studies have shown that reusable nappies and pads reduce the environmental impact when compared to disposal nappies.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. Initiatives and priorities from our Carbon Neutrality Plan to improve sustainability practices in Council's core business and operations.

FINANCIAL IMPLICATIONS

7. Maximum budget of \$30,000 for the trial period
8. Rebate for 50% of purchase price up to a maximum of \$100 per household.

LEGAL AND RISK CONSIDERATIONS

9. There are no legal and risk considerations arising from this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

11. Council's media unit will promote this initiative.

GENDER EQUALITY ACT 2020

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

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CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

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8.7. GROWTH AREAS - BOUNDARY DEFINITION

Division: Development and Growth
Director: Natalie Robertson
Author/Position: Natalie Robertson – Director Development and Growth

PURPOSE

The purpose of this report is to:

1. Provide background to Ballarat's Growth Investigation Areas.
2. Summarise the key drivers of change and information inputs which has led to the recommended growth area boundaries.
3. Make recommendations to authorise a formal Planning Scheme Amendment to the Ballarat Planning Scheme to define Ballarat's new Growth Areas by way of application of the Urban Growth Zone and undertake a policy amendment.

BACKGROUND

Executive Summary

4. The Ballarat Planning Scheme identifies several growth investigation areas which provide options to meet the needs of the City as it grows.
5. At the meeting of 16 September 2020, Council acknowledged limited greenfield land supply as the existing Ballarat West growth area develops. The need to expedite planning for growth areas is a priority as the City is projected to grow to 185,000 by 2040-41.
6. In the 2020 report, Council resolved to provide the details of the proposed application of the Urban Growth Zone (UGZ) to the Northern and Western Growth Investigation Areas before placing the Amendment on Exhibition.
7. Key to the consideration of urban growth is Council's adopted policies and strategies that endeavours to support equitable development for growth across the City and support the need to accommodate diversity of housing and sustainable development.
8. Council estimates based on current building permit data, that development is split between approximately 30% infill (existing residential zoned areas and strategic development sites) and 70% greenfield. This demonstrates the importance of greenfield development, however there is still strong demand for housing within the existing residential zoned areas of Ballarat which must be further facilitated and supported to accommodate a sustainable future.
9. Defining and rezoning growth investigation areas to the UGZ requires careful consideration and balancing: combining consideration and analysis of State and Local planning strategies, policies and directions, population projections, land supply (both infill and greenfield), development rates, site analysis community feedback and authority requirements. Each carry inherent assumptions which require analysis.

10. In order to facilitate the orderly planning and implementation of land within the growth areas, the following strategic planning process and the ordering of work has been established below:
- a. Identify and define the growth areas boundaries based on the key analysis and key drivers for change established through the Ballarat Housing Strategy and the new 'Housing Change Framework Plan'.
 - b. Rezone the land within the growth areas boundaries to Urban Growth Zone.
 - c. Prepare and implement a 'Growth Areas Framework Plan' to establish a set of criteria which will facilitate an appropriate sequencing of future development.
 - d. Finalise the Ballarat Housing Strategy which establishes the broader context for residential change across the City.
 - e. Commence precinct structure plans for the growth areas once they have been rezoned to the Urban Growth Zone.
11. This report will step through the process that has informed the proposed Northern and Western Growth areas and the application of the UGZ that will unlock these areas for urban development in the short term. It also identifies a third growth area, the north-western growth area, which following further analysis may be considered for rezone to Urban Growth Zone.
12. Logical sequencing of future development is also necessary to ensure that urban growth aligns with infrastructure and community facilities and also enables well designed developments. A 'Growth Areas Framework Plan' is currently being prepared which is a critical document to establish the criteria at which Precinct Structure Plans and planning permits can be considered within the proposed growth areas.

KEY MATTERS

DRIVERS OF CHANGE

13. The need to plan for growth areas is predicated on a number of drivers:
- Population projections
 - More recent "flight to the regions" experienced during the COVID-19 pandemic and population shifts from Melbourne
 - Limited forecast land supply within the existing Ballarat West Precinct Structure Plan area, Council's only growth area
 - State Government planning focus on Ballarat as a city to accommodate growth
 - The City's reputation as a place to live, work, study and do business
 - Ensuring growth generally aligns with the 8km radius from the city centre, for a compact, livable city in line with the Ballarat Strategy and planning direction

CONSIDERATION OF INFORMATION INPUTS

Community Consultation and Stakeholder Engagement

14. As part of Council's commitment to working with the community, stakeholders and authorities, consultation was undertaken to seek the views of the community in and around the Northern and Western Growth Investigation Areas. The consultation was undertaken during November – December 2020 via:
 - A mail out direct to landowners/residents
 - An online survey available on mysay.ballarat
 - Public focussed information sessions
15. The outcomes of the consultation fed into consideration of the boundaries of the Northern and Western growth areas. See **Attachment A** for the location and indicative Growth Investigation Area boundaries which was put to the community for comment.
16. A total of 58 submissions were received in relation to the extent of Ballarat's new Growth Areas. A submissions report is provided in **Attachment B**.
17. Officers considered these submissions and other inputs in determining the final northern and western growth area boundaries. The detailed boundaries of the identified growth areas are referred to later in this report.
18. It is important to note that community consultation/stakeholder engagement sought submissions in respect to the north and west growth area, however a number of submissions were received that sought to include the north-western growth area.
19. Council officers also engaged with key stakeholders within State Government as detailed in **Attachment C**.
20. Council will continue working with State government agencies post rezoning of the growth areas, and during preparation of future PSPs. Further technical reports are required to consider cultural heritage, drainage, servicing, community infrastructure, landscape, and other infrastructure to ensure adequate reflection of agency views within future planned outcomes.
21. Similarly, Council will continue to work with Wadawurrung and Dja Djawurung people and incorporate their views and undertake cultural values assessments under their guidance as original custodians of the land.

Planning Policy Considerations and Justification

22. Defining the northern and western growth areas through application of the UGZ is consistent with State planning and local planning policy. The growth investigation areas have been long-standing areas identified to support urban growth.
23. An assessment of the proposed growth areas against the Planning Practice Notes, Ministerial Directions, State and Local Planning Policies alongside site analysis is provided in **Attachment D**.
24. Of specific relevance, the *Ballarat Strategy 2040* (City of Ballarat 2015) emphasises the importance of considered growth across the City. Infill development carries importance in terms of enhancing the vibrancy of existing neighbourhoods and improving viability of existing services, including introducing higher frequency public transport to cater to the needs of the City.

25. The Ballarat Planning Scheme therefore identifies growth investigation areas and infill/brownfield housing aspires to achieve all new housing supply equally split between 50% infill and 50% growth areas in line with the vision for a vibrant and consolidated Ballarat. Council estimates that development is split between approximately 30% infill (existing zoned areas and strategic development sites) and 70% greenfield. Percentages aside the key issues are to recognise the importance of greenfield development, whilst supporting strong demand for housing within the existing residential zoned areas of Ballarat.
26. Planning for an appropriate balance between infill and greenfield ensures there is a range of housing choice and diversity that can meet the needs of current and future residents. From typology to locational preferences and affordability. Both infill and greenfield growth is important to maintain the city's vibrancy and improve viability of services including transport options and community facilities.
27. Clause 21.02-4 of the Ballarat Planning Scheme states that Council will:
- Ensure that future greenfield development is focused within roughly 8km arc from the centre of Ballarat in line with the Compact City and 10-minute City strategic direction
 - Avoids ad-hoc and unplanned greenfield development
 - Discourage disconnected or "leapfrog" 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 consideration as part of any greenfield investigation.
28. The growth areas provide the land supply necessary to accommodate growth and opportunities for diversity of housing.
29. This approach will provide Council with capacity to continue to plan for the ultimate extent of the City. That is, where further land should be provided, where and under what circumstances to release land for future growth. This is an important discussion and planning process noting that:
- Land is a finite resource
 - A considered planning approach and investigation will give Council and its residents an opportunity to determine how, and in what form the city should grow
 - Ensure the community's aspirations to create a consolidated, sustainable, vibrant place to live is reflected through land use planning decisions

Population Projections

30. **DELWP Planning Practice Note 90 requires that Local Authorities:**

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

31. Determining population projections requires analysis of assumptions and influences including natural population growth, population growth as a result of government

policy, demographic changes, Government stimulus schemes, the immediate impact of COVID-19 and broader long-term trends. Arriving at an appropriate projection scenario establishes a base for which new housing can be planned for within Ballarat's greenfield areas over the required 15 years under State Planning Policy.

32. Officers have undertaken an analysis of population trends. Like so many regional cities and towns, COVID-19 has seen a "flight to regions" and Ballarat has seen rapid population growth. The trend/population post COVID-19 is difficult to predict, however the population is expected to grow, albeit slower post COVID-19 to 2040/41.
33. Table 1 below compares different rates of growth and extrapolates this out to 2040/41. The final column indicates the approximate number of dwellings required.

Rate of Growth	Est. Population 2021	Est. Population 2040/41	Population Increase	Est. Dwellings required @2.5 Occupancy (Census 2016)	Est. Dwellings/Year
1.7% (ViF)	113,700	160,229	46,529	18,611	931
2.1% (Scenario test)	113,700	172,296	58,596	23,438	1172
2.5% (Benchmark)	113,700	186,311	72,611	29,044	1452
3.0% (Scenario Test)	113,700	205,354	91,654	36,661	1833

Table 1: Population projections and comparisons against rates of growth

34. Victoria in Future (ViF) is the population forecast that is used by State Government. Whilst it is one estimation and provides a benchmark, it does not consider the nuances of Ballarat. Council has reviewed population forecasts having regard to trends and compared to other rates of growth for comparison as shown in the table above.
35. If growth is calculated using the benchmark growth rate of 2.5% per annum, Ballarat is expected to grow to 185,000 by 2040/41. This is an increase of 72,611 persons requiring approximately 29,000 dwellings or 1,450 dwellings per year across the municipality.

Greenfield housing supply and demand

36. The benefits of defining, rezoning and progressing PSPs for the future growth areas are as follows:
- Ensures the city is "geared up" to accommodate its anticipated population growth to 185,000 by 2040-41 (over the next 20 years).
 - Supports ongoing economic development activity through construction activity which is vital for the city and post COVID-19 recovery.
 - Ensures planning for the new growth areas can be undertaken in a holistic and logical manner that has regard to required costs and provisions of infrastructure, services and facilities.
 - Considers how new development can positively influence and contribute to the City's sustainable growth and identity.
 - Provides housing choice and diversity by providing two distinctly different growth fronts, as well as complimenting existing infill areas which also provide opportunities for housing and growth opportunities.

37. In accordance with State Planning Policy (including Planning Practice Note 90) Council must ensure a 15-year land supply across the municipality. This includes zoned areas and greenfield areas. Council is looking to approximate a 20-year horizon through this work which integrates with the Housing Strategy.
38. The existing Ballarat West growth area is expected to provide a total housing capacity of 17,000-18,000 people and Council has identified that approximately 50% of the existing Ballarat West Growth area has been developed to 2021-22 leaving around half of the Ballarat West growth areas still to be developed.
39. Council closely tracks completions using Building Approvals (2015-2021) and has seen an escalation over the last three years with completions increase from 500 dwellings/year in 2018/2019 to over 1,200/year in 2020/21. For the year 2021/2022, Council anticipates a total of 1,800 dwellings to be completed in Ballarat West PSP area.
40. It is difficult to determine if this high rate of completions will continue over the long-term noting some growth may be attributed to COVID-19, however these trends require analysis for future requirements and rezoning of the northern and western growth areas.
41. Analysis of Building Permits, the current split of housing across the City is 70% in the Ballarat West PSP area and 30% in the existing infill areas (zoned residential) areas of Ballarat.
42. Housing supply (and demand) can be determined in several different ways. Supply estimates presented by developers, for instance, use sales data and other metrics to extrapolate supply and in turn, demand. These metrics can provide useful insights into industry trends from a development/sales perspective. However, this methodology is not supported by State Government in planning for a long-term view of growth. In order to determine supply of greenfield land in Ballarat, Council has adopted the Department of Environment, Land, Water and Planning's Urban Development Program (UDP) methodology. However, it is important to note that UDP methodology considers that zoned residential land that is fragmented or constrained is still counted as contributing to supply.
43. Around 50% of the existing growth area is either developed or has planning approval for subdivision, which indicates that significant completions are expected in the next three to five years, leaving an estimated 6000 lots capacity left in Ballarat West PSP area by 2024-25 critically noting that also by this time that Alfredton West will be effectively built out.
44. It is also expected that this number may reduce due to future permit approvals over the same period alongside the expected consolidation of some fragmented land. Nonetheless, it is reasonable to say that Ballarat West will continue to contribute to housing supply but the delivery of lots in Ballarat West will slow due to fragmented land and ownership patterns. Without planning for additional land, growth area supply will effectively exhaust from 2025-26 from when lot production per year will decrease significantly to the low 100s per year.
45. Council estimates that by 2024-25, the proposed northern growth area can be planned via a Precinct Structure Plan process making additional greenfield land available in the new growth areas in the short term whilst continuing Precinct Structure Planning that informs the west and north-west.

46. The analysis presents clear demand for greenfield housing within Ballarat, which is important to the City's economic growth, ongoing prosperity, competitiveness and attractiveness a place to live, work and visit.
47. Analysis has identified a clear supply issue in Council's only greenfield area, Ballarat West PSP area. Factoring in the PSP process could take up to 2-3 years, Officers strongly advise that planning for the additional growth areas should be expedited to ensure supply can continue.

PROPOSED NORTHERN GROWTH AREA

48. Application to the Minister for Planning for an amendment to the Ballarat Planning Scheme is recommended to rezone land within the boundary to the Urban Growth Zone to enable commencement of the PSP process. The proposed boundary is shown in **Attachment E**. Officers consider that sufficient data and analysis undertaken now enables this area to be rezoned in the short term to accommodate population growth.
49. The Northern Growth Area captures an area larger than the original Growth Investigation Area based on analysis of site features and other inputs. The Northern Growth Area is physically contained, bounded by the Western Highway to the south, the Midland Highway to the east, the Burrumbeet Creek and environs to the west and considers transition to the important Dowling Forest Racecourse and Equine Precinct to the north.
50. The Northern Growth Area has close synergies to the Miners Rest township to its immediate west and Ballarat to its south, notwithstanding being physically separated by the Western Highway and Burrumbeet Creek. Nevertheless, it is capable of being distinctly different to Ballarat West in its residential development offering given its natural characteristics, location and setting.
51. The landscape and topographic qualities of Mt Rowan is a key feature of the Northern Growth Area and will require a detailed landscape assessment as part of the future structure planning process to ensure its ongoing protection as a significant natural feature protected from development. It creates separation to the rural living areas to the north and signals the northern entry into Ballarat more broadly.
52. Among other planning and urban design considerations, future structure planning processes will consider drainage and interface conditions defined by the Burrumbeet Creek and protecting the Dowling Forest Racecourse precinct and associated Rural Living interface areas, and gateway entry experience into Ballarat from the Midland Highway to the north.
53. Council officers are recommending that a Precinct Structure Plan and Development Contributions Plans be prepared for the northern growth area separate to developing PSPs for the western growth area, for the following reasons:
 - The northern growth area supports the continuation of housing stock within the growth areas as a transition from the current Ballarat West Precinct Structure Plan area.
 - Key agencies endorse the prioritisation of the northern growth area
 - A large percentage of the growth area is controlled by a development partnership and therefore does not require a broader Framework Plan to ensure logical sequencing of planning within the growth area.

PROPOSED WESTERN GROWTH AREA

54. Application to the Minister for Planning for an amendment to the Ballarat Planning Scheme is recommended to rezone land within the boundary to the Urban Growth Zone to enable commencement of the PSP process. This plan and a simplified proposed boundary is shown in **Attachment F**. Officers consider that sufficient data and analysis undertaken now enables this area to be rezoned in the short term to accommodate population growth.
55. The extent of the Ballarat West Growth Area has been carefully considered and balanced via a range of inputs. The area proposed is a logical extension of the Ballarat West Precinct Structure Plan and is larger than the growth investigation area as it takes in a small component of the original north-western growth area and flat topography, largely consolidated land ownership patterns and the Skipton Rail Trail and Finches Road creates a logical boundary and planning 'unit' for commencement of Precinct Structure Plans.
56. Regard to ensure the final extent provides adequate land supply but contains growth against Council's compact City approach that seeks equitable access to the CBD within an approximate 8km arc.
57. To the south, Bells Road creates a logical conclusion and interface to the Golden Plains Shire.
58. The proximity to the Glenelg Highway Major Town Centre will support residential growth west of the Kensington Creek.
59. The north of the growth area recognises the future temporary pump station and the ability to service land.

NORTH-WEST GROWTH AREA

60. Several submissions requested the inclusion of the North-West growth area within the recommended boundaries and that this land should also be rezoned to UGZ also.
61. The north-western growth area has been viewed as a longer term growth option to accommodate future populations. Given the City's current position for land supply it is important to consider this area for future growth planning if population projections increase at a higher rate than currently forecast. This additional growth area will be needed where an aspirational population of over 200,000 is projected in the future and there is merit to considering this area for future growth.
62. Located to the west of the Skipton Rail Trail and currently zoned Comprehensive Development Zone, it is estimated that the north-western growth area would accommodate around 5000 dwellings at 15 dwellings per hectare accepting that approximately 1800 lots has been taken up in the recommended western growth area. See **Attachment G**
63. Consideration of expected population growth, policy settings and previous resolutions of council identify the north and west growth areas as Ballarat's new greenfield growth areas, it is accepted that the north-western area has strategic merit to accommodate future growth. This will most logically occur alongside delivery of transport and other essential infrastructure and the growth areas framework planning.

64. As such, it has been included as a potential future growth corridor site in accordance with definitions and threshold criteria established through strategic work.

PROPOSED GROWTH AREA ANALYSIS

65. Analysis of the likely developable areas of the Growth Investigation Areas and proposed areas has been undertaken as shown on Table 2.

Growth Area	Gross Developable Area (ha)	Est. Developable (NDA)	Net Area	Indicative yield 15 dwellings/NDA	Indicative population 2.5 persons/dwelling
<u>NORTHERN</u>					
Recommended Growth Boundary Area	722	376	+ 65 (low density)	6,190	15,475
<u>WESTERN</u>					
Recommended Growth Boundary Area	1170	896		13,440	33,600
<u>NORTH-WESTERN</u>					
Recommended Growth Boundary Area	690	500		5000	12,500

Table 2: Approximate land budget comparison for the Growth Areas plus expected yield.

66. It is estimated that the North and Western growth areas will have an expected yield of around 19,500 dwellings and the North-West growth area an expected yield of 5000 noting that this is an estimate and will be refined through future Precinct Structure Plans, having regard to understanding community infrastructure needs, open space, drainage and other considerations which together create complete communities.

67. As noted above, it is also estimated that the existing Ballarat West growth area will have around 6000 dwelling capacity remaining by 2024-25. Combined with the recommended growth areas this provides approximately 20 years supply where total municipal demand per year is conservatively estimated to be around 1450 with more than 1000 per year to be accommodated within new growth areas.

68. Whilst an estimate, the data indicates that the proposed growth areas will provide enough land to accommodate Ballarat's greenfield growth that can be holistically planned and staged in its delivery.

69. A site analysis for the proposed west and north growth areas is attached. In considering the north-west growth area further site analysis would be required in order to determine how it is best placed to progress. **Attachment H: Site Analysis.**

FURTHER WORK

70. The release of land in the growth areas is only part of the housing supply solution for Ballarat. The proposed growth area boundaries recommended to Council will unlock critical land supply that will provide Council with ongoing supply from 2024/25 and future proof the City against land supply issues over the long term.

71. The preparation of the Ballarat Housing Strategy together with a Growth Areas Framework Plan will ultimately define the final extent of the City and make recommendations on future planning processes and development staging as the City grows in line with sustainable growth, community expectations and objectives to create a sustainable and contained city. See **Attachment I: Strategic Planning Framework**

OFFICER RECOMMENDATION

72. That Council:

- 72.1 Apply to the Minister for Planning in accordance with Section 8A (2) and (3) of the Planning and Environment Act 1987 to obtain authorisation to prepare Amendment C221ball to the Ballarat Planning Scheme, by:**
- (a) rezoning the growth areas to the Urban Growth Zone in accordance with Attachments E, F and G; and**
 - (b) preparing a policy amendment which introduces a new 'Housing Framework Plan' to support the next phases of planning.**
- 72.2 If authorised by the Minister for Planning under Section 8A (2) and (3) of the Planning and Environment Act 1987, exhibit Amendment C221ball to the Ballarat Planning Scheme in accordance with the notice requirements under section 19 of the Planning and Environment Act 1987.**
- 72.3 Commence preparation of a Precinct Structure Plan for the northern growth area following application of the Urban Growth Zone.**
- 72.4 Notes that the Ballarat Housing Strategy should ultimately be the mechanism to determine the extent of future growth and infill development across Ballarat.**
- 72.5 Authorise the Director Development and Growth to make minor changes to the planning scheme amendment documentation as required.**
- 72.6 Notes that the 'Growth Areas Framework Plan' will be prepared to establish the most appropriate sequencing of Precinct Structure Plan preparation for the western and north-western growth areas, aligned to sustainable development principles and the likely or planned construction of infrastructure and community facilities to support well-planned and sustainable communities.**

ATTACHMENTS

1. Governance Review TFB4 [**8.7.1** - 2 pages]
2. Attachment A Location Growth Areas [**8.7.2** - 1 page]
3. Attachment B Submissions Report [**8.7.3** - 19 pages]
4. Attachment C State Agency Consultation [**8.7.4** - 1 page]
5. Attachment D Alignment with State and Local Policy [**8.7.5** - 3 pages]
6. Attachment E Northern Growth Area [**8.7.6** - 1 page]
7. Attachment F Western Growth Area Boundary [**8.7.7** - 1 page]
8. Attachment G North West Growth Area [**8.7.8** - 1 page]
9. Attachment H Site Analysis VJ28 3 [**8.7.9** - 4 pages]
10. Attachment I_ Strategic Planning Framework [**8.7.10** - 1 page]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the relevant Council strategies and policies. This report has been prepared with specific reference to the Ballarat Planning Scheme and Ballarat Strategy 2040.

COMMUNITY IMPACT

2. The community and stakeholders (including referral authorities and interested and affected parties) were engaged with as part the growth areas boundary review process. This was a formal process to understand community impact and implications.
3. The consultation was undertaken during November – December 2020 via:
 - A mail out direct to landowners/residents
 - An online survey available on [mysay.ballarat](https://mysay.ballarat.vic.gov.au)
 - Public focused information sessions
4. The feedback of the community has been considered and a detailed consultation summary report has been prepared and available for review.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

5. There are no climate emergency or environmental sustainability implications identified within this report.
6. The recommendations of this report will enable future planning processes to closely consider and report on environmental and sustainability implications. This will be completed through preparation of background technical documents for the growth areas and the findings and recommendations within these reports will be actioned accordingly.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. Rezoning of Ballarat's new growth areas is considered to be of state significance to facilitate urban growth will bring forward economic activity associated with all facets of the land development process including planning, building and construction activity.
8. The recommendations of this report will also assist in the City's post- COVID-19 economic recovery through providing housing stock and construction activity over the medium and long term.

FINANCIAL IMPLICATIONS

9. This report sets out financial implications to the City of Ballarat as a result of progressing planning and rezoning of the new Growth Areas.
10. Future planning for the growth areas will also bring forward infrastructure delivery models such as Development/Infrastructure Contributions Plan which will provide protection to Council in respect to incurring costs as a result of future growth.

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LEGAL AND RISK CONSIDERATIONS

11. The Ballarat Planning Scheme and the *Planning and Environment Act 1987* were considerations of this report.

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

13. The opinions of the community have been considered as part of the process via community consultation and engagement process. A consultation summary report has been published on Council's website summarising the community feedback.
14. This report recommends the Planning Scheme Amendment be placed on exhibition. This process will provide further ability for the community and other stakeholders to formally respond to rezoning of Ballarat's new growth areas. Council will consider all submissions and where required, refer outstanding submissions to an independent Planning Panel.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

16. Council officers affirm there are no material or general interests need to be declared in relation to the matters of this report.

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