

OFFICIAL

Council Meeting

Agenda

28 February 2024 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

- Public representations may be made on any items listed on the agenda in a Council Meeting apart from those listed in the confidential section.
- Presentations must be submitted in writing, not more than 500 words by 2:00pm on the day of the relevant meeting:
 - i. In the [form approved](#); or
 - ii. by email to Council's prescribed email address;.or
 - iii. in person during normal office hours at the Council Offices at 25 Armstrong Street South, Ballarat.
- If a person submitting a presentation is not present in the gallery, their presentation will be read out subject to the time limits.

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The next meeting of the Ballarat City Council will be held on Wednesday 27 March 2024.

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

- Questions must be in English and must be 75 words or less and not include a preamble, other additional material, or multiple parts.
- Questions must be submitted via the [form](#) on Council's website, no later than 12:00pm on the day of the Council Meeting.
- **Please note:** no person may submit more than two questions at each meeting; questions may not be allowed if the time allotted for public question time has finished.
- If a person submitting a question is not present in the gallery during Public Question Time, their questions will be read out and a response provided at the meeting.

7. PETITION

7.1. PRIDE MARCH

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. To receive a written petition containing 5 signatories regarding a Pride March.

BACKGROUND

2. The petition reads as follows:

“We, the residents and ratepayers of Ballarat City, hereby request Ballarat City Council to march in the ChillOut Parade.”

KEY MATTERS

3. In accordance with Governance Rule 3.7.4 (c), the Chief Executive Officer must arrange for petitions to be submitted to the next practicable meeting following their receipt.

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Note the petition be received; and**
 - 4.2 **That the petition be referred to the Chief Executive Officer for consideration and response.**

ATTACHMENTS

Nil

8. CHIEF EXECUTIVE OFFICER REPORT

8.1. 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

Road renewal projects deliver better roads for Ballarat

3. The City of Ballarat's annual road renewal program is underway, delivering better roads for motorists. The \$11 million road renewal program involves the reconstruction of roads at the end of their 'useful life'. The City of Ballarat's 2023-24 budget features an increased investment in roads infrastructure, with \$36.3 million for capital road programs and maintenance, which includes \$3 million in Federal Government funding. The municipality's road renewal program reconstructs roads to cater for future demands and traffic loads.
4. Some of the works in the annual renewal program include:
 - Nolan Street and Scott Parade, Ballarat Central. Works will replace the road with a deeper asphalt pavement, including the Lydiard Street roundabout.
 - Upgrades to Falkirk Road in Nerrina, Windermere Street in Ballarat Central and Ryan Street in Brown Hill.
 - Reconstruct remainder of Rowlands Street, between Vickers Street and Birdwood Avenue, Sebastopol.
 - Upgrades to Cromwell Street, between Hertford and Rubicon Streets, Sebastopol.
 - Design works for roundabout at Rubicon and Talbot Streets, Redan.
 - Replacement of a range of roads with a deeper asphalt pavement, funded through the City of Ballarat's Capital Works Program, is set to be completed by mid-year.
5. The City of Ballarat's annual road maintenance program of major patching and asphalt resurfacing works will also soon commence, with works expected to start during February and continue until May.

Boer War Memorial statue to be replaced

6. The Boer War Memorial statue that has stood proudly in Sturt Street for 117 years will need to be replaced. Comprehensive assessment of the memorial revealed its foundations are beyond repair and will require a full replacement. Specialised radiographic surveys and videoscope investigations have revealed extensive and severe corrosion in critical locations and it has been deemed the statue is beyond repair.
7. Often mistaken for being made of bronze, the imposing sculpture, which was officially opened on 1 November 1906, is constructed from beaten copper with a hessian and plaster core. This form of work is less resilient than bronze work. Other similar works completed by James White installed in sites across Australia have deteriorated in a similar fashion and have been replaced with like-for-like in bronze.
8. The current memorial will be offered to the estate of James White when it is deaccessioned. It will be replaced by a permanent bronze statue, appearing almost identical to the original. The \$285,000 project is supported by a \$50,000 grant from the State Government's Restoring Community War Memorials and Avenues of Honour grant program.

Exceptional tree register updated

9. The City of Ballarat has announced that 17 trees have been added to the Exceptional Tree Register, following the recent nominations period. The Exceptional Tree Register, which helps to identify and promote exceptional trees on private and public land across Ballarat, now lists 4,318 exceptional trees, from more than 60 sites. The register aims to celebrate our city's green canopy, but it also supports the custodians of these amazing trees and provides expert advice and opportunities to care for them. The register also encourages shared responsibilities for the retention and care of trees that span property boundaries, are on private land or in shared community spaces.

New hoist installed at Ballarat Aquatic and Lifestyle Centre

10. The Ballarat Aquatic and Lifestyle Centre has proudly unveiled the installation of a new piece of equipment that could prove to be a game-changer in accessibility for individuals with significant physical disabilities in the community. The newly installed PAL2 Aquatic Hoist provides unparalleled benefits for those who require additional postural support and positioning for safe entry into pools. Early feedback has been overwhelmingly positive, with significant interest expressed by agencies and carers who have witnessed the hoist in action.

Little Bridge Street improvements underway

11. Further improvements to Little Bridge Street are progressing, with the City of Ballarat now seeking feedback on concept plans that seek to improve the amenity and experience for all users of this space. Complimenting the current redevelopment of Bridge Mall, the concept plans have now been published for the community to view and provide feedback.
12. The project aims to increase the appeal and safety for public transport users by providing better infrastructure for those waiting for buses, strengthening pedestrian connections through the area and making Little Bridge Street a welcoming entrance to Ballarat. Key elements of the upgrades include moving the pedestrian walkway across

Little Bridge Street to line up and connect with the Time Lane entrance into the shopping precinct.

13. Further features of the new designs include:

- Reducing Little Bridge Street to a single lane to provide reversing space.
- Addition of outdoor dining area.
- Shared user paths for bikes and pedestrians.
- New streetscape plantings.
- Upgrades to CCTV, lighting and bollards.
- Dedicated single lane for buses.

Fernery landscaping takes shape

14. The first ferns have been planted at the Ballarat Botanical Gardens Fernery. The three-metre high *Cyathea australis*, also known as Rough Tree Ferns, frame the exterior of the fernery which, once landscaping is completed, will showcase a gallery of Australian ferns. About 400 mostly exotic plants, including shrubs, perennials and Cordylines, have also been planted around the outside of the fernery.

15. AQL Landscape Design is delivering the landscaping at the fernery, which is one of only a few examples in the state of a grand Victorian plant house. The steel framed replica of the original 1884 Gothic-inspired fernery entrance was completed in 2021. The design and landscape delivery of the fernery project is being funded by the City of Ballarat (\$340,000) together with funding of \$150,000 from Growing Victoria's Botanic Gardens Grant Program, the Friends of Ballarat Botanical Gardens (\$200,000) and Ballarat Botanical Gardens Foundation (\$50,000).

Ballarat Animal Shelter awards architect

16. Towards the end of 2023 a pivotal step in developing a state-of-the-art Regional Animal Facility was reached. Architecture Matters was awarded the design contract with work underway to finalise the designs for the new facility in Mitchell Park. A new Regional Animal Facility will enhance the quality of life and care delivered to thousands of animals from around the region that pass through the shelter each year. It will improve the living situation for the animals, with integrated outdoor and indoor facilities, and more space for animals to rest and play.

17. The new facility is being funded by a contribution of \$11.5 million from the Victorian Government and \$3 million from the City of Ballarat. The designs are expected to be finalised in mid-2024, with tenders calling for construction anticipated to be released in late 2024.

Sensory friendly play space opens

18. City of Ballarat Mayor, Cr Des Hudson joined Member for Wendouree Juliana Addison MP to officially open the new Sensory Friendly Stay and Play Zone at the Victoria Park Inclusive Play Space at the end of 2023. The new play zone consists of play equipment and landscaping to complement the existing Inclusive Play Space equipment, and provides a place to connect with natural elements, enjoy the shade from tree canopies, take a break, be alone or meet with others. The project is funded with a grant of \$186,900 from the Victorian Government's Local Sports Infrastructure Fund and a further contribution of \$124,600 from the City of Ballarat.

Events

19. Locals and visitors enjoyed four Sundays of live music during January as part of the **Summer Sundays free concert series**. Held in the Ballarat Botanical Gardens, the series kickstarts the events calendar in Ballarat. With a range of food and beverage vendors available to patrons, as well as a pop-up Garden Bar, it's an ideal way to enjoy an afternoon of entertainment. Each week, the music line-up featured a great mix of local and emerging artists and the best part is, it is absolutely free. The second Summer Sunday concluded with a **Fireworks Spectacular** display that attracted more than 10,000 people to the Lake Wendouree foreshore. The 15-minute display was a sight to behold as the Ballarat sky transformed into multiple layers of height, colour, and effects.
20. Ballarat's fifth annual **Survival Day Dawn Ceremony** was held on 26 January and included a Community Reflection and Healing Day program of activities into the afternoon. The annual event recognises and pays respect to Aboriginal and Torres Strait Islander Peoples' cultures, Country, and histories. The first Survival Day Dawn Ceremony on Wadawurrung lands was held in Ballarat in 2020. The ceremony has grown in attendance steadily since its inception and in 2024, the fifth iteration saw special guests including Uncle Andrew Jackomos PSM, Uncle Alan Harris, Mel Peters and MC Belinda Duarte.
21. The City of Ballarat's third annual **Picnic in the Park** event was held on the Australia Day public holiday and was the headline event that included a traditional citizenship ceremony and Community Awards the previous night. Picnic in the Park provided our community with a relaxed afternoon of fun and entertainment featuring great food, market stalls, kids' activities, and entertainment. Some of the highlights included more than 15 food and drink vendors, mini golf, face painting, lawn games and a bean bag lounge area. Entertainment included a DJ and acoustic artists.
22. Towards the end of 2023, the City of Ballarat was pleased to see two Ballarat events recognised at the **2023 Victoria Tourism Industry Council Tourism Awards**. The Begonia Festival and the Ballarat Heritage Festival were both honoured as finalists at the prestigious tourism industry awards. The Begonia Festival was a finalist in the Major Festivals & Events Category, while the Heritage Festival was a finalist in the Festival & Events category. Being named as finalists in these two categories is justified recognition of the extraordinary impact the events had on Ballarat. Both events are key drivers as part of the Ballarat Events Strategy 2018-2028.

OFFICER RECOMMENDATION

23. That Council:

23.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

9. OFFICER REPORTS

9.1. LGBTIQA+ INCLUSION PLAN IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Sez Lothian – LGBTIQA+ Community Inclusion Officer

PURPOSE

1. The purpose of the report is to update Council on the progress made on actions during the first year of implementing the LGBTIQA+ Inclusion Plan 2022 – 2026.

BACKGROUND

2. The LGBTIQA+ Inclusion Plan 2022 – 2026 (the Plan) was adopted by Council in October 2022.
3. The Plan was developed with reference to the Inclusive Ballarat engagement process that took place between early April and early May 2022, with 886 people providing input across a range of engagement tools.
4. The LGBTIQA+ Advisory Committee provided advice in the development of the Plan.
5. The Plan connects directly to the Council Plan and the Health and Wellbeing Plan. It is one of eight plans and strategies that underpin the delivery of outcomes through the seven action areas within the Inclusion Framework.
6. The first two years of actions were developed and endorsed within the Plan, with the next action plan due to be developed in the second half of 2024.
7. There are 56 actions to be completed over years 1 and 2. Of these, 17 actions were for implementation during year 1, a further 5 new actions commence in year 2 with the remainder to be delivered across both years 1 and 2.
8. This report outlines progress and outcomes achieved throughout 2023.
9. The LGBTIQA+ Inclusion Plan Year One Outcomes Overview is attached to this report. Progress has been recorded against all first or multi-year actions, and this will inform priority setting work planned for the next financial year, including the second year of the Action Plan.

KEY MATTERS

10. Notable achievements across the five priorities include:

Leadership

- Tailored professional development and training opportunities delivered to Council officers:
 - Inclusion Training with Tiny Pride for staff in Visitor Economy, Ballarat Aquatic and Lifestyle Centre and the Art Gallery

- Access and inclusion training developed and delivered for the onboarding of new Council Officers
- Input provided into several Council consultation processes:
 - The Public Toilet Strategy
 - Design process for the Sebastopol Community Hub
 - Design process for the new Ballarat CBD Library
- Partnerships have been facilitated with a range of local networks, organisations and businesses who work with the LGBTIQA+ community, including:
 - Tiny Pride
 - Cafs
 - Ballarat QHub
 - The Y
 - Rainbow Coffee
 - and LaNCE TV
- The current LGBTIQA+ Community Inclusion Officer is now a co-facilitator of the LGPro Rainbow Special Interest Group.

Engagement

- Six LGBTIQA+ Advisory Committee meetings were held with five Council Teams seeking advice regarding programs, strategies, events, guidelines, and facilities.
- Co-designed events with local networks, such as three events for Mental Health Month with the Ballarat Mental Health Collective (over 500 participants).
- Ballarat Libraries displayed themed books and resources each day of LGBTIQA+ significance.
- Each month the LGBTIQA+ Advisory Committee Facebook Page shares a personal recommendation of an LGBTIQA+ book from one of our librarians.
- A number of inclusive events were held in Ballarat including Q-Lit, Pridefinder Podcast and Queerways.
- Unicorn Lane exhibition space is now reserved for LGBTIQA+ artists and exhibitions during June, which is Pride Month.
- Council's Family Youth and and Children Services Team recently purchased a large book collection for Parent Place and Supported Playgroup programs that includes representations of different types of families.

Information and Communication

- The establishment of the City of Ballarat's LGBTIQA+ Advisory Committee's Facebook page was established in October 2023. This shares all the Council support LGBTIQA+ events around Ballarat and updates people about the inclusive work the Council does.
- Posts on the page have reached 9,227 people in the months from October – December 2023, with an average of 134 people seeing each post.

- In The Know website now has an LGBTIQ+ tag for related events and the LGBTIQ+ community has started sharing community events. This was successfully trialed and tested in Pride Month.
- An LGBTIQ+ page has been added to the City of Ballarat's website.

Employment

- Positive community feedback on Council's LGBTIQ+ Advisory Committee's Facebook page for their floral pride flag planting on Sturt Street, which helped to promote positive reinforcement of LGBTIQ+ people. The project was successfully delivered by Council's Park and Gardens Team.

Community Participation

- Over 600 people attended Council run LGBTIQ+ events in 2023.
- Four days of significance were recognised with five well attended events.
- Four events were created or supported for Seniors Festival with the Ageing Well team.
- Three Swim and Gym nights at the Ballarat Aquatic and Lifestyle Centre were successfully rolled out and well attended.

WHERE TO FROM HERE

11. The LGBTIQ+ Inclusion Plan Year One Outcomes Overview provides evidence of activity which indicates a productive year overall, and much progress made towards the Plan's priorities and actions.
12. In the next year of the plan, officers will continue with ongoing year 1 and year 2 actions as outlined in the Plan.
13. Some of the key action items proposed for 2024 are:
 - a. The construction and installation of a Creative Installation yarnbombing for Pride Month
 - b. Providing Pride flag/s option on email signature for Council staff
 - c. Establishing an internal Working Group for diverse staff
 - d. Featuring LGBTIQ+ welcoming signage in Council buildings and facilities
 - e. Developing and conducting a community survey to gauge LGBTIQ+ experiences, and safety, health and wellbeing concerns
 - f. Work closely with Council's LGBTIQ+ Advisory Committee and the broader community with regard to actions for year 3 and 4 of the plan.

OFFICER RECOMMENDATION

14. That Council:

- 14.1 Receive and note the report on implementation work undertaken in year one of the LGBTIQ+ Inclusion Plan 2022-2026.**

ATTACHMENTS

1. Governance Review [**9.1.1** - 2 pages]
2. LGBTIQ A+ Inclusion Plan Outcomes Overview FINAL [**9.1.2** - 18 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The LGBTIQA+ Inclusion Plan was drafted with close reference to the following:
 - Inclusion Framework 2022 – 2026 (Draft)
 - Reconciliation Action Plan 2022-2024 (Draft)
 - Intercultural Plan 2022 – 2026 (Draft)
 - Disability Access and Inclusion Plan 2022 – 2026 (Draft)
 - Ageing Well Strategy and Action Plan 2022 – 2026 (Draft)
 - Municipal Early Years Plan 2022-2026
 - Youth Strategy 2022-2026 (Draft)
2. This Plan outlines the key work that will be undertaken with one of the priority groups outlined in Council's 10-year Health and Wellbeing Plan and is therefore key to meeting health and wellbeing goals for this priority group.
3. This Plan outlines the actions that will work towards meeting goals 2 and 6 of the Council Plan:
 - a. Goal 2: A healthy, connected and inclusive community.
 - b. Goal 6: A Council that provides leadership and advocates for its community.

COMMUNITY IMPACT

4. Approximately 1 in 10 people in Ballarat identify as being LGBTIQA+.
5. In particular, stigma and discrimination results in LGBTIQA+ people being at higher risk of poorer health and wellbeing outcomes, including mental health ramifications.
6. This Plan seeks to support a culture of inclusion and celebration of our LGBTIQA+ communities.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

7. There are no climate emergency or environmental sustainability implications identified.

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. There are no economic sustainability implications identified.

FINANCIAL IMPLICATIONS

9. Any projects identified from the implementation of the action plan that fall outside of recurrent budget will be subject to a business case approval process.

LEGAL AND RISK CONSIDERATIONS

10. There are no legal and risk considerations identified.

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11. This Plan assists Council to adhere to the following legislation:

- Age Discrimination Act 2004
- Australian Government Guidelines on the Recognition of Sex and Gender
- Disability Discrimination Act 1992
- Marriage Amendment Act 2017
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Change or Suppression (Conversion) Practices Prohibition Act 2021
- Charter of Human Rights and Responsibilities Act 2006
- Equal Opportunity Act 2010

HUMAN RIGHTS CONSIDERATIONS

12. 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. A series of review workshops with LGBTIQA+ Advisory Committee members were held in the development of this annual implementation report.

GENDER EQUALITY ACT 2020

12. The implementation of actions has been underpinned by the recommendations from the Gender Impact Assessment undertaken for the LGBTIQA+ Inclusion Plan including:

- Applying a gender lens that recognises the importance of safety and barriers to inclusive programming.
- Seeking to improve inclusion more broadly.
- Using broader training such as Access, Equity and Inclusion onboarding and LGBTIQA+ Inclusivity training to improve outcomes.
- Collaborating with the Inclusive Ballarat Working Group wherever possible.

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.

PROCUREMENT COLLABORATION

(For Contracts Only)

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

| Priority | Action | Year/s | Responsible Teams/ Business Units | Status | Key Achievements | Inclusion Framework Priority | Inclusion Framework Subcategory |
|------------|--|---------------|-----------------------------------|-------------------|---|---|---|
| Leadership | Audit existing inclusivity training practices and resources available | Year 1 | People & Culture | Delivered in full | Basic audit undertaken. Inclusivity training did not cover LGBTIQ+ people, working with Tiny Pride, we have now rolled out training that is LGBTIQ+ specific to customer facing staff at the BALC, the Art Gallery and Visitor Economy. | Priority 1: Safety "I feel safe and accepted." | 1.1. Building the capacity of our staff to promote LGBTIQ+ safety |
| Leadership | Develop and implement general inclusivity training for new staff as part of the onboarding process | Years 1 and 2 | People & Culture | Delivered in full | There is now a Social Inclusion component in the onboarding process which includes LGBTIQ+ people. | Priority 1: Safety "I feel safe and accepted." | 1.1. Building the capacity of our staff to promote LGBTIQ+ safety |
| Leadership | Develop a Universal Design Policy to inform the inclusive planning and implementation of Council policies, programs, facilities and services | Year 1 | Engaged Communities | In progress | An outside consultant has been hired to look over the council's internal resources and with consultation, create new ones. | Priority 1: Safety "I feel safe and accepted." | 1.2. Creating LGBTIQ+ safe spaces |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| Leadership | Include standards for accessible, inclusive and safe facilities, buildings and amenities in City of Ballarat’s Community Infrastructure Guidelines | Year 1 | Engaged Communities | In progress | An outside consultant has been hired to look over the council’s standards and with consultation, create new ones | Priority 1: Safety “I feel safe and accepted.” | 1.2. Creating LGBTIQA+ safe spaces |
| Leadership | Assess organisational digital safety practices and monitor and respond promptly to any LGBTIQA+ discrimination on Council’s social media | Years 1 and 2 | Communications | Delivered in full | There is a new policy in place to monitor comments on any social media post with LGBTIQA+ content. Comments are turned off outside of business hours. This applies to both the City of Ballarat’s main Facebook page and the new LGBTIQA+ Advisory Committee Page. Other social media channels do not attract such interaction. | Priority 1: Safety “I feel safe and accepted.” | 1.2. Creating LGBTIQA+ safe spaces |
| Leadership | Provide input into planned upgrades of public spaces, buildings and amenities to ensure they are LGBTIQA+ safe and inclusive | Years 1 and 2 | Engaged Communities | Delivered in full | Have provided input into the Public Toilet Strategy, Sebastopol Community Hub, the new Town Library. | Priority 1: Safety “I feel safe and accepted.” | 1.2. Creating LGBTIQA+ safe spaces |
| Leadership | Remove discriminatory graffiti promptly | Years 1 and 2 | Property and Facilities | Delivered in full | Facilities have pledged to remove discriminatory graffiti as soon as possible, with a preferred timeline of 24 hours. | Priority 1: Safety | 1.2. Creating LGBTIQA+ safe spaces |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | | | | | | "I feel safe and accepted." | |
| Leadership | Review Council's Public Toilet Strategy to ensure appropriate provision of facilities for all genders | Years 1 and 2 | Engaged Communities | Delivered in full | Report submitted of best practise regarding gendered toilet facilities. LGBTIQ+ Advisory Committee consulted and provided input. | Priority 1: Safety "I feel safe and accepted." | 1.2. Creating LGBTIQ+ safe spaces |
| Leadership | Working with Victoria Police's LGBTIQ Liaison Officer, provide information on safety incidents in the community | Years 1 and 2 | Engaged Communities | Delivered in full | Working closely with the LLOs, we keep them abreast of all events and activities we organise. We report any transphobic or homophobic activity in the community. | Priority 1: Safety "I feel safe and accepted." | 1.3. Tracking and reporting mechanisms for unsafe behaviour |
| Leadership | Review and then promote Council's complaints process to ensure that it is clear that it can be used for a range of issues including those related to diversity, equity and inclusion | Year 1 | Governance | Delivered in full | The staff complaint process has been reviewed and recommendations for improvements have been made. A clearer and more accessible pathway for the community to submit complaints, including relating to access and inclusion, has been developed through the streamlining of the 'Snap Send Solve' feedback process. This is providing a smoother user experience and enhanced engagement with the submitter, from their reporting of the complaint through to receiving information about its resolution. | Priority 1: Safety "I feel safe and accepted." | 1.3. Tracking and reporting mechanisms for unsafe behaviour |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| Leadership | Facilitate partnerships with existing business networks, community organisation networks and service networks to promote LGBTIQA+ inclusion | Years 1 and 2 | Engaged Communities | Delivered in full | <p>Partnerships with a number of local networks have been facilitated, including Tiny Pride (Snap Send Solve extension), Ballarat QHub (engagement with young people for program design), The Y (engagement with young people), Rainbow Coffee (networking and engagement with community) and LaNCE TV (community media network) Networks and connections have also been made on Facebook and with the LG Pro Rainbow Network and Rural Pride Australia network.</p> <p>Internal partnerships have also been facilitated, including the Parks and Gardens team, People & Culture, Events, the Libraries, Traffic and Transport, Properties and Facilities, the Ballarat Aquatic and Lifestyle Centre, Early Years, Aging Well, Creative City Ballarat and more.</p> | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQA+ people” | 2.1. Advocating on key issues for LGBTIQA+ communities |
| Leadership | Be responsive and proactive regarding current LGBTIQA+ issues at state and federal levels (by providing input into submissions, applying for relevant funding, | Years 1 and 2 | Engaged Communities | Delivered in full | Submitted a submission to the Australian Census Board to count LGBTIQA+ people in the next census. | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for | 2.1. Advocating on key issues for LGBTIQA+ communities |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | signing statements etc.) | | | | | LGBTQAI+ people” | |
| Leadership | Participate in relevant LGBTIQ+ networks such as the LGPro Rainbow Special Interest Group and LGBTIQ+ Rural/Regional Network | Years 1 and 2 | Engaged Communities | Delivered in full | The LGBTIQ+ Community Inclusion Officer regularly attend LGPro Rainbow Special Interest Group meetings and has recently become a co-facilitator of these meetings. They also regularly attend the LGBTIQ+ Rural/Regional Network meetings | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people” | 2.1. Advocating on key issues for LGBTIQ+ communities |
| Leadership | Establish baseline data from staff regarding cultural identity, languages spoken, LGBTIQ+ identity, gender, Aboriginal and Torres Strait Islander identity and disability to understand the diversity of the organisation | Year 1 | People & Culture | In progress | This action is currently being worked on by People & Culture | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people” | 2.2. Promoting an inclusive workplace |
| Employment | Review Council’s human resources and workplace policies to ensure they are inclusive | Years 1 and 2 | People & Culture | Delivered in full | All were inclusive, and we’re currently creating a new policy for Transitioning in the Workplace. | Priority 2: Advocacy and culture “The City of Ballarat is | 2.2. Promoting an inclusive workplace |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | | | | | | recognised as an advocate for LGBTQAI+ people” | |
| Employment | Audit Council workplaces to ensure they are LGBTQAI+ inclusive using guiding tools such as the Rainbow Tick Framework and Rainbow Ready resources | Years 1 and 2 | All departments | Delivered in full | Rainbow Tick is specifically for health organisations. Rainbow Ready Roadmap is more suited to councils, City of Ballarat aligns with the Rainbow Ready Roadmap. | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people” | 2.2. Promoting an inclusive workplace |
| Employment | Provide Pride flag option on email signature | Year 1 | Engaged Communities, IT | In progress | This needs to be Delivered in full with consultation with the Aboriginal Liaison Officer to ensure that the Pride flag/s do not overshadow the Aboriginal and Torres Strait Islander flags currently on display in email signatures. | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people” | 2.2. Promoting an inclusive workplace |
| Employment | Review Council’s Anti-Discrimination and Anti- | Year 1 | People & Culture | Delivered in full | All policies were reviewed, all policies were inclusive. | Priority 2: Advocacy and culture “The City of Ballarat is | 2.2. Promoting an inclusive workplace |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| | Harassment Policy | | | | | recognised as an advocate for LGBTQA+ people” | |
| Employment | Seek opportunities to showcase diversity in Council staffing | Years 1 and 2 | Engaged Communities and Communications | In progress | This is being worked on with other Community Inclusion officers and the Communications department | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQA+ people” | 2.2. Promoting an inclusive workplace |
| Employment | Establish an internal Pride Working Group for staff to learn about and provide input into LGBTIQA+ inclusion | Year 1 | Engaged Communities | In progress | We are currently building trust with the Council staff in regards to this by showcasing the Social Inclusion Team’s work on a fortnightly basis in the CEO’s update, which goes out to all staff. The next step will be to create a staff group focused on all diversity, with working groups for various categories, for example: First Nations people, LGBTIQA+ people, People of Colour and people with disabilities. These categories need to be established with the input and support of the working group. | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQA+ people” | 2.2. Promoting an inclusive workplace |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| Employment | Recognise City of Ballarat-led initiatives that have demonstrated excellence in embedding access and inclusion for LGBTIQ+ people to promote positive reinforcement | Years 1 and 2 | Engaged Communities | Delivered in full | Our new LGBTIQ+ Advisory Committee Facebook page created partly with this in mind, first post of this type has happened with the Parks and Gardens recognised and thanked for the Floral Pride Flag. | Priority 2: Advocacy and culture “The City of Ballarat is recognised as an advocate for LGBTQAI+ people” | 2.2. Promoting an inclusive workplace |
| Employment | Create a calendar of inclusion-related days of significance and resources to promote a whole-of organisation approach to marking the day | Years 1 and 2 | Engaged Communities | Delivered in full | An internal calendar has been created and shared with the Social Inclusion team so all days of significance are available for all to see | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.1. Ensuring LGBTIQ+ people are visible and represented in Council spaces |
| Information and Communication | Develop and implement guidelines to ensure that information provided by the City of Ballarat is inclusive and accessible | Year 1 | Engaged Communities | In progress | An outside consultant has been hired to look over the council’s internal resources and with consultation, create new ones. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.1. Ensuring LGBTIQ+ people are visible and represented in Council spaces |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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|-------------------------------|---|---------------|--|-------------------|--|--|---|
| Information and Communication | Develop a library of images representing our diverse community for use in Council publications and communications | Year 1 | Communications, Marketing | In progress | This is currently being worked on by the Communications team and the Marketing team | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.1. Ensuring LGBTIQA+ people are visible and represented in Council spaces |
| Information and Communication | Explore current facility audit tools and ways to incorporate more inclusive assessments | Year 1 | Engaged Communities | Delivered in full | Having looked at the current facility audit tools, there is scope to incorporate more inclusive assessments. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.1. Ensuring LGBTIQA+ people are visible and represented in Council spaces |
| Information and Communication | Review accessibility and inclusivity of City of Ballarat facilities, such as the libraries, early years services, Ballarat Aquatic and Lifestyle Centre and the Art Gallery | Years 1 and 2 | Engaged Communities, Libraries, Early Years, Ballarat Aquatic and Lifestyle Centre and the Art Gallery | Delivered in full | <p>Have worked with the marketing department to create inclusive posters for facilities to display once they’ve Delivered in full inclusivity training.</p> <p>Many of these work areas have undertaken training and actioned pronoun badges and other environmental signals so that LGBTIQA+ community feel welcome.</p> <p>All of these work areas have started to implement programming to engage LGBTIQA+ community.</p> | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.1. Ensuring LGBTIQA+ people are visible and represented in Council spaces |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| Engagement | Host Council celebrations of selected LGBTIQA+ Days of Significance | Years 1 and 2 | Engaged Communities | Delivered in full | <ol style="list-style-type: none"> 1. Lesbian Visibility Week at the Library 2. Trans Day of Visibility flag raising (200 attending) 3. IDAHOBIT day flag raising 4. Wear It Purple Day flag raising at Mt Rowan 5. Wear It Purple Day afternoon tea and community crafted flag unveiling at the Town Hall 6. Facilitated a Wear It Purple Day slideshow consisting of The Mayor and CEO of Council and members of the community sharing supportive messages for LGBTIQA+ youth. This went out to 100s of students in all high schools in Ballarat. 7. Trans Awareness Week BBQ 8. World AIDS Day forum at the Town Hall (20 attending) | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQA+ people are visible and represented in public spaces |
| Community Participation | Support community to celebrate LGBTIQA+ days of significance by publicising avenues to book flag raisings, Lake Wendouree fountain lightings | Years 1 and 2 | Engaged Communities | Delivered in full | Shared how to apply for a flag raising, town hall clock lighting and Wendouree fountain lighting with various community groups, all three - flag raisings, Lake Wendouree fountain lightings and Town Hall clock lightings - have been booked by different groups for different days of significance. Trans Day of Remembrance has already been | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQA+ people are visible and represented in public spaces |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | and Town Hall clock lightings | | | | booked by a member of community. Worked with Raising Rainbows (Chillout Festival) to supply Woodman’s Hill High School with rainbow flags for their new rainbow flagpole. | | |
| Engagement | Ensure LGBTIQ+ representation in cultural or other days of significance | Years 1 and 2 | Engaged Communities | Delivered in full | Invites to other days of significance activities are sent out to LGBTQAI+ networks and the LGBTIQ+ Community Inclusion Officer attends as many as possible. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |
| Engagement | Increase the visibility of LGBTIQ+ reading resources, with an emphasis on intersectionality and diversity | Years 1 and 2 | Engaged Communities, Libraries | Delivered in full | The libraries each have a themed display of books and resources each LGBTIQ+ day of significance. A monthly post on the FB page to share LGBTIQ+ library resources with the public and in consultation with the libraries to book more LGBTIQ+ authors and illustrators | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |
| Engagement | Investigate opportunities to attract events to Ballarat that highlight and promote inclusivity | Years 1 and 2 | Engaged Communities, Events | Delivered in full | We have had a number of inclusive events come to Ballarat including Q-Lit, Pridefinder Podcast and Queerways. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| Information and Communication | Research and provide content to support LGBTIQ+ tourists with their visit to Ballarat | Years 1 and 2 | Engaged Communities, Visitor Economy | Delivered in full | Worked with Visitor Economy to get an LGBTIQ+ tag for In The Know listings, the LGBTIQ+ Advisory Committee Facebook page also shares queer related events. Visitor Economy participants in Tiny Pride training targeting LGBTIQ+ community in new campaigns. There was also queer programming in the Foto Biennale and the LGBTIQ+ Officer contributed to an article to promote it to LGBTIQ+ community. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |
| Engagement | Encourage LGBTIQ+ artists to apply for temporary art programs and planned creative installations | Years 1 and 2 | Creative Cities | Delivered in full | EOIs for temporary art programs and planned creative installations are sent out to LGBTIQ+ networks. For the current Gallery Wall Commission, Jay Van Nus, a proud Bibbulmun Noongar and Chilean transmasculine brotherboy was awarded this commission. Unicorn Lane exhibition space has now been reserved specifically for LGBTIQ+ artists during the month of June for Pride. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |
| Engagement | As part of the development of the Public Art Curatorial Framework, identify gaps in | Years 1 and 2 | Creative Cities | Delivered in full | A through survey of the Public Art around Ballarat, both temporary and permanent, has been Delivered in full and very little LGBTIQ+ representation is included. All new opportunities are now sent to the | Priority 3: Visibility “I am visible and can see myself represented | 3.2. Ensuring LGBTIQ+ people are visible and represented in public spaces |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| | Council’s public arts collection and ensure that new acquisitions and commissioning opportunities include opportunities for LGBTIQA+ public art and artists | | | | LGBTIQA+ Community Inclusion Officer and disseminated to various queer artists networks. | in my community” | |
| Engagement | Explore opportunities for a planned creative installation in the city for Pride month in 2024 | Years 1 and 2 | Engaged Communities | Delivered in full | The LGBTIQA+ Advisory Committee working group for the Creative Installation has met and decided on a Community Yarnbombing for Pride month, 2024. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQA+ people are visible and represented in public spaces |
| Engagement | In line with the Municipal Early Years Plan, identify opportunities for publications, public art and other initiatives for child audiences that celebrate diverse children and families | Years 1 and 2 | Early Years | Delivered in full | The Early Years department recently purchased a large book collection for Parent Place and Supported Playgroup programs that includes representations of different types of families. | Priority 3: Visibility “I am visible and can see myself represented in my community” | 3.2. Ensuring LGBTIQA+ people are visible and represented in public spaces |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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| Engagement | Review grant programs for opportunities to be more inclusive | Year 1 | Engaged Communities | Delivered in full | The grant opportunities are inclusive. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQA+ people to connect and participate |
| Information and Communication | Promote Council grant programs to LGBTIQA+ organisations | Year 1 | Engaged Communities | Delivered in full | All new opportunities are now sent to the LGBTIQA+ Community Inclusion Officer and disseminated to various queer artists networks. These opportunities are also shared on the Advisory Committee Facebook page | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQA+ people to connect and participate |
| Information and Communication | Develop Inclusive Event Guidelines to ensure Council events are inclusive | Year 1 | Engaged Communities | In progress | Working with other Engaged Communities staff to create this document | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQA+ people to connect and participate |
| Information and Communication | Create an LGBTIQA+ section on the Ballarat myCommunity Community Directory website | Year 1 | Engaged Communities, IT | In progress | The myCommunity software is obsolete and can no longer be updated. The LGBTIQA+ Community Inclusion Officer is in the working group for the replacement myCommunity software. | Priority 4: Inclusion “I am supported, consulted and | 4.1. Supporting LGBTIQA+ people to connect and participate |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | | | | | | connected with others” | |
| Engagement | Investigate opportunities to promote targeted support for LGBTIQ+ groups that are more likely to be marginalised and isolated (such as older people, parents of trans and gender diverse children, etc.) | Years 1 and 2 | Engaged Communities | Delivered in full | This has included: a Rainbow Parents Playgroup supported, a Lesbian mums event for Lesbian Day of Visibility, 4 LGBTQAI+ events created for the Seniors Festival and participation in The Y’s Pride in Schools day long event. Additionally, all events have information for support for any participant that might be seeking it. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQ+ people to connect and participate |
| Community Participation | Create LGBTIQ+ inclusive programming in Council services | Years 1 and 2 | Engaged Communities, Aging Well, Events | Delivered in full | There has been 4 events created or supported for Seniors Festival, working with the Heritage Festival for a LGBTIQ+ inclusive event next year. Aging Well and Community Connector staff will be attending Rainbow Coffee to ensure that they are able to hear from older LGBTIQ+ community members. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQ+ people to connect and participate |
| Community Participation | Trial LGBTIQ+ swim and gym nights at the | Year 1 | Engaged Communities, Ballarat Aquatic | Delivered in full | Three Swim and Gym nights have been successfully rolled out in 2023 with another planned for 2024. | Priority 4: Inclusion “I am supported, | 4.1. Supporting LGBTIQ+ people to connect and participate |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

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|------------|--|---------------|----------------------|-------------------|--|---|---|
| | Ballarat Aquatic & Lifestyle Centre | | and Lifestyle Centre | | | consulted and connected with others” | |
| Leadership | Convene an annual joint meeting of the Koorie Engagement Action Group, Intercultural Advisory Committee, Disability Advisory Committee and LGBTIQA+ Advisory Committee to identify collaboration opportunities | Years 1 and 2 | Engaged Communities | In progress | Working with other Engaged Communities staff and Inclusion Officers to facilitate this | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.1. Supporting LGBTIQA+ people to connect and participate |
| Engagement | Continue to support the LGBTIQA+ Advisory Committee | Years 1 and 2 | Engaged Communities | Delivered in full | 6 meetings convened over the year, 3 sub committee working groups also created – Wear It Purple day, Creative Installation for 2024 and World AIDS day. Successful EOI callout for positions on the committee for next year, with 23 applications received and 10 members chosen. New Committee ratified by council. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQA+ people are informed and consulted |

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LGBTIQ+ Inclusion Plan Year One Outcomes Overview

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| | | | | | | | |
| Information and Communication | In line with the Municipal Early Years Plan, ensure that online information for families, children and young people is LGBTIQ+ inclusive | Years 1 and 2 | Engaged Communities, Early Years | In progress | Working with Early Years on this action. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQ+ people are informed and consulted |
| Engagement | Develop and implement guidelines to ensure City of Ballarat engagement and associated data collection practices are accessible and inclusive | Year 1 | Engaged Communities, People & Culture, Customer Service | In progress | Working with various departments on this action. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQ+ people are informed and consulted |
| Information and Communication | Identify and implement accessibility improvements to the City of Ballarat website | Years 1 and 2 | Engaged Communities, Communications | Delivered in full | An LGBTIQ+ webpage has been added and there are improvements being made to have an Inclusive Ballarat landing page. The development of Inclusive Language and Design Guidelines will also be instrumental in improving the accessibility and inclusivity of content on the website in the future. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQ+ people are informed and consulted |

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LGBTIQA+ Inclusion Plan Year One Outcomes Overview

| | | | | | | | |
|-------------------------------|--|---------------|---------------------|-------------------|--|---|---|
| Information and Communication | Develop an organisational Language Services Policy | Years 1 and 2 | Engaged Communities | In progress | An outside consultant has been hired to look over the council’s internal resources and with consultation, create new ones. | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQA+ people are informed and consulted |
| Engagement | Provide opportunities for community consultations with and through the LGBTIQA+ Advisory Committee | Years 1 and 2 | Engaged Communities | Delivered in full | The committee was consulted on: The Public Toilet Strategy The Housing Strategy The Swim and Gym nights Best practise for Community Engagement | Priority 4: Inclusion “I am supported, consulted and connected with others” | 4.3. Ensuring that LGBTIQA+ people are informed and consulted |

9.2. YOUTH STRATEGY IMPLEMENTATION REPORT

Division: Community Wellbeing
Director: Matthew Wilson
Authors/Position: Rebekah Robertson and Chloe Thomas –
Acting Youth Diversity Coordinators

PURPOSE

1. This report is to update Council on the progress made on actions in the first year of the implementation of the Youth Strategy 2022-2026.

BACKGROUND

2. The Youth Strategy 2022-2026 (referred to as the Strategy) was adopted by Council in October 2022 and lays out the vision and priorities for Ballarat as a youth friendly City in which every young person is supported to reach their full potential in a welcoming, inclusive and safe environment.
3. Based on the Positive Youth Development Framework developed by Griffith University, the Youth Services team actively utilises youth-led, co-design approaches to working with young people. This framework is based on:
 - Learning and development
 - Leadership and decision making
 - Inclusive ethos
 - Community service
 - Partnerships and social networks
 - Ethical promotion
4. The Strategy was co-designed by 11 young people from the Ballarat community, with support from the City of Ballarat Youth Services team and an external consultant.
5. The Strategy interlinks with the Council Plan, Health and Wellbeing Plan and other inclusion and infrastructure plans adopted by Council in 2022.
6. The Strategy includes 49 actions to be completed across four years, noting some actions span the four years, while others will be completed in specific years.
7. The Strategy is aligned with the financial year and this briefing relates to the reporting for the period of October 2022 – December 2023. Future reports will relate to full reporting years over the lifespan of the plan.
8. An implementation scorecard is attached to this report.

KEY ACHIEVEMENTS

9. Notable achievements in 2023 include:

Focus area 1: HEALTH AND WELLBEING

- Delivered 11 structured, unstructured and social recreation programs to promote the benefits of physical health and participation.
- Delivery of Skate Park Leagues competition at Len T. Fraser Skate Park attended by 240 competitors and/or spectators.
- Participation in events and festivals throughout 2023 that contributed to positive health and wellbeing including Pride Month, Wear it Purple Day, RUOK? Day, International Day of People with Disability, Summer Sundays and Ballarat Begonia Festival.
- Trained 31 Teen Mental Health First Aid Instructors who have delivered 61 Teen Mental Health First Aid training courses to 1246 Year 8/Year 10 students from eight participating secondary schools.

Focus area 2: CONNECTED COMMUNITY

- Delivered cultural competency, disability and LGBTIQ+ inclusion training to youth volunteers.
- Total of 10 free social connection programs delivered to 150 young people across four different geographical locations.
- Youth Services contributed information from community feedback on the Youth Strategy to the experiences of young people with the Ballarat public transport system, Open Space strategy, Housing Strategy, Biodiversity Strategy, Youth Hub Feasibility study, State Government – Department Jobs Skills, Industry and Region – Commonwealth Games and Ballarat Food Coalition as part of the advocacy work in 2022/2023.
- Youth Services supported the L2P program via attendance and participation at quarterly meetings, facilitating role of Chair at meetings and contributing letter of support for the extension of L2P funding to TAC.

Focus area 3: LIVING AND LEARNING

- Successful delivery of three youth leadership and volunteer programs including the Western Bulldogs Leadership program. This has resulted in the recruitment of 52 City of Ballarat volunteers and 17 Western Bulldogs Leadership volunteers.
- Delivery of 'Skills for Life' activities, including a skate park art installation (an intergenerational activity), barista basics, deaf awareness training – Auslan, swim survival and worm farm.
- 4176 young people engaged in a variety of social, creative and cultural-based programs and events including SPU (skate park user) Fest, 2023 Begonia Festival, SPLASH!, Ausuria Youth Jobs Fest, PopCon 2023, Youth Fest 2023, HOT MICS open mic and end of year celebration.
- Collaborative partnership with Ballarat Community Health and Ballarat Aquatic and Lifestyle Centre to increase healthy options at Selkirk Stadium and Eureka Pool.

Focus area 4: SAFETY

- Involvement of young people in the development of the Open Space Strategy and the Biodiversity Strategy and forum.
- Two Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM) collaborative practice training sessions delivered attended by a total of 33 City of Ballarat staff.
- New Child Safe Policy and Procedure developed and adopted including provision of Child Safety training.
- Community consortia established to support bullying prevention initiatives in secondary schools.

Focus area 5: YOUTH INFRASTRUCTURE, SECTOR LEADERSHIP AND PARTNERSHIPS

- Feasibility study commenced for development of integrated and multidisciplinary youth hub in Ballarat.
- Contribution to sector networking in leadership and advocacy for committee of support for Ballarat Youth Services Network (BYSN).
- Delivered 2023 Youth Awards recognising and celebrating young people's contribution to community.
- Increased accessibility of Parent Place and early years information for all families.
- Review of the Youth Profile report completed and currently available via the City of Ballarat website.

OFFICER RECOMMENDATION**10. That Council:**

- 10.1 Receive and note the report on the implementation of year one objectives and priority actions of the City of Ballarat Youth Strategy 2022-2026.**

ATTACHMENTS

1. Governance Review [9.2.1 - 2 pages]
2. Case Studies [9.2.2 - 5 pages]
3. Implementation Scorecard [9.2.3 - 8 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Alignment with the Council Vision, Council Plan (specifically Goal 2: A healthy, connected and inclusive community), strategies and policies are explicit throughout the Youth Strategy and links with other plans and strategies in the City of Ballarat strategic framework including:
 - 2030 Health and Wellbeing Plan 2021-2031
 - Community Infrastructure Plan 2022-2036
 - Financial Plan
 - Asset Plan
 - Municipal Early Years Plan 2022-2026
 - Ballarat Strategy 2015 Ballarat
 - Planning Scheme Community Engagement Framework
 - Intercultural City Strategic Plan 2018-2021
 - Play Space Management Plan 2021-2025
 - Libraries and Learning Strategy 2022-2027
 - Reconciliation Action Plan 2022-2024
 - Ballarat Integrated Transport Plan 2020
 - Ballarat Prosperity Framework 2020
 - Circular Ballarat Framework 2021
 - Bakery Hill Urban Renewal Plan 2019
 - Gender Equality Action Plan 2021-2025
 - Disability Access and Inclusion Plan 2019-2022
 - Active Ballarat Strategy 2020 Active Women and Girls Strategy 2018
 - Ballarat Creative City Strategy 2019
 - Ballarat Cycling Action plan 2017-2025
 - Ballarat Event Strategy 2018-2028
 - Ballarat Heritage Plan 2017-30
 - Food Strategy 2019-2022
 - Road Management Plan 2021
 - Urban Forest Action Plan 2019

COMMUNITY IMPACT

2. Based on 2016 ABS data, approximately 17.5% of Ballarat population is aged 12-25 years, being approximately 17,800 people, which is expected to increase to 22,000 by 2026. Implementation of the adopted Youth Strategy demonstrates Council's ongoing commitment to improving the health and wellbeing outcomes for young people aged 12-25 years, with a focus on mental health and wellbeing, inclusion, safety, learning and infrastructure. The Youth strategy assists with planning for our growing population and supports the needs of young people aged 12-25 years of age who live, work, study, volunteer or play in City of Ballarat.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Environmental issues are one of the priorities the Youth Strategy, which identifies actions and initiatives to involve young people in consultation about environmental awareness, reducing impact of climate change and sustainability.

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ECONOMIC SUSTAINABILITY IMPLICATIONS

4. There are no known implications identified.

FINANCIAL IMPLICATIONS

5. The action plan identifies links to recurrent and grant based budgets. Business cases will be developed including financial consideration as part of Councils budgetary and project management processes.

LEGAL AND RISK CONSIDERATIONS

6. There are no immediate risks that have been identified.

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. Eleven young people were recruited to become Co-Designers for the development of the Youth Strategy 2022-2026. The Co-Designers promoted the Youth Survey via community events such as Ballarat Begonia Festival and by speaking in schools and workplaces, and with family and friends.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

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Youth Infrastructure, Sector Leadership and Partnerships

Case Study: Youth Awards

Priority Area – Sector Leadership

Action Item - Provide recognition to young people celebrating their contributions and achievements via annual Youth Awards.

Background

Since 2005, the City of Ballarat Youth Awards have recognised the outstanding contributions that young people make in the Ballarat community. We wish to shine a light on the leadership, innovation, kindness, and exemplary commitment to community that young people demonstrate.

Project Descriptions

The City of Ballarat Youth Awards provide the opportunity to recognise and celebrate our city's outstanding young people aged 12 -25.

Open to people aged 12-25, the awards are designed to celebrate the achievements of young people, as well as recognising influential adults who empower our youth and create opportunities for them to thrive.

Categories include:

- Compassion and Care Award
- Equity, Diversity and Inclusion Award
- Group Project Award
- Influential Adult – Volunteer
- Influential Adult – Worker
- Leadership in Sport & Recreation Award
- Personal Growth Award
- Positive Leader Award
- Young Creative Award
- Youth Volunteer Award
- Major Award (12-17)
- Major Award (18-25)

Project Outcomes

- **Media acknowledgement and recognition** of nominees and winners
- **Raised profile** of young people in the community
- **Public celebration ceremony** recognising all nominees in all categories

The project delivered the following outcomes in 2023

- Youth led, co-designed & co-delivered by **16 youth volunteers**
- Received **95 nominations** across **10 categories**
- Awarded **12 winners**, including **two major awards**
- Secured **12 category sponsors** from community organisations
- Engaged **one local ambassador** to promote the awards and inspire young people
- 477 event tickets were booked, **430 people attended** the ceremony
- Awards were judged by **10 community judges** and **nine youth judges**

[Link to video of the 2023 Youth Awards Ceremony](#)



Living and Learning

Case Study: FReeZA (Sonika)

Priority Area – Education, Training, Volunteering, & Life Skills

Action Item - Utilise co design with young people teaching project and event management skills to support youth planned and delivered social, creative and culture based programs and events

Background

FReeZA is a Victorian State Government funded initiative that gives young people aged 12-25 all around the state the opportunity to lead the planning and staging of live music and cultural events for other young people. Sonika is Ballarat's FReeZA committee.

Project Descriptions

Sonika utilises co design with young people to teach project and event management skills and to support youth planned and delivered social, creative and culture based programs and events.

Major Achievement

PopCon – Ballarat's pop culture convention – returned in 2023 and is a space to express appreciation for the fun parts of the media we consume, including comics, television, film, video games, role play games, and anime.

PopCon seeks to connect Ballarat's young people in the "pop culture" scene, support local businesses, and create a safe and inclusive community event. It is an engaging community event that includes a cosplay competition, market stalls, workshops, talks, demonstrations, and other activities.

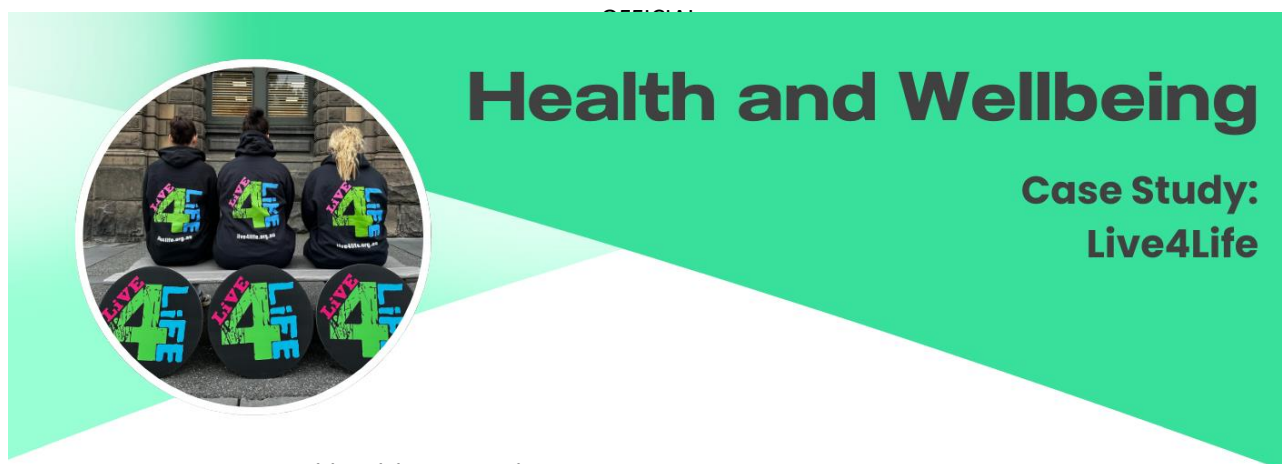
It is the fourth time the event has been held, but the first time since 2019 due to difficulties posed by the COVID pandemic, and was enjoyed by over 2000 attendees – the most attended iteration of PopCon to date.

Project Outcomes

- Collaboration with local professionals on events, gaining knowledge and skills in **events and project management**
- Increased opportunities for **young musicians** to **gain live performance** experience and paid pathways
- Development of a **youth artist registry**, including 19 young acts registered
- **Music industry skills sessions** delivered in collaboration with local businesses & professionals

The project delivered the following outcomes in 2023

- **18 volunteers** recruited
- **Project Management, Event Management** and, **Media and Communication training** delivered to volunteers
- Attend the annual **FReeZA Summit**
- Planned, designed & delivered **nine live music, arts or culture events**
- **35 young people paid** for services at FReeZA events, eg musicians
- **4176 people attended** FReeZA events
- Over **five acts debuted** in public performance
- **One** young act progressing from Sonika gigs to Be_Hear/Now Festival, leading to a **major artist management contract**



Health and Wellbeing

Case Study: Live4Life

Priority Area – Mental health & Suicide Prevention

Action Item - Deliver the Live4Life program (youth mental health and wellbeing program) in partnership with schools and community organisations.

Background

Live4Life is a successful community grown, evidence-based model for improving youth mental health and reducing suicide across rural and regional communities

The Live4Life model has been proven to make communities more knowledgeable, networked and resilient when it comes to youth mental health, and helps young people develop the skills and confidence they need to support their own mental health and that of their peers.

Project Descriptions

Live4Life Ballarat was established in response to a reported increase from schools and agencies in young people experiencing depression, anxiety, cyber bullying and self-harm which has led to the need for a coordinated response to address our young people's mental health.

Live4Life Ballarat was officially launched in March, 2023 with a Civic Reception at the Ballarat Town Hall and the commencement of the program rolled out in Term 2 in participating secondary schools.

Major Achievement

Delivery of 61 Teen Mental Health First Aid (TMHFA) courses to young people and five Youth Mental Health First Aid (YMHFA) courses delivered to adults supporting young people.

Project Outcomes

- **Reduce barriers** that prevent young people from seeking help
- **Decrease mental health stigma**
- **Increase awareness** of local professional help
- **Increase mental health knowledge** of secondary school-aged students, teachers, parents, careers and community members
- **Building community resilience** in addressing mental ill health

The project delivered the following outcomes in 2023

- Delivered Teen Mental Health First Aid to **1246 students** in eight participating secondary schools
- Trained **31 Teen Instructors** and **four Youth Mental Health First Aid instructors**
- **242 school staff** trained in Youth Mental Health First Aid
- **51 community members** in trained in Youth Mental Health First Aid
- **Five** Youth Mental Health First Aid community sessions conducted in Ballarat
- **61** Teen Mental Health First Aid training courses delivered
- **180** hours of Teen Mental Health First Aid education delivered
- **73%** of students surveyed reported that they can now identify when someone may have a mental health problem
- **81%** of students think that Mental Health education in school is important



Connected Community

Case Study: Our Space

Priority Area – Equality / inclusion / discrimination

Action Item - Provide inclusive social connection programs (including a geographical spread) to improve access and connectedness within communities.

Background

Our Space was established after consultations with young people identified a need to provide social connection programs that overcome barriers of racism, discrimination, social isolation, mental health issues, bullying and much more.

Project Descriptions

Launching in September 2022, Our Space is a monthly social inclusion program for all young people to connect in a safe, social and inclusive environment.

The calendar of activities includes a mixture of creative, food, health and wellness and sporting activities with the aim to connect and engage a larger demographic of young people in Ballarat.

Project Outcomes

- **Increased access** to free social activities for young people
- **Increased opportunities** for young people to socialise in safe and welcoming environments
- **Increased social connectedness** opportunities

The project delivered the following outcomes in 2023

- Provided **10 free social connection** programs to **150 young people**
- Delivered programs across **four different geographical locations**
 - Ballarat
 - Buninyong
 - Lake Gardens
 - Delacombe
- Delivered a variety of programs including cooking classes, laser force, scavenger hunts, cinema experiences, candle making, screen printing, DIY Jewellery making, painting and pizza, ice skating and Go Green initiative with Food is Free.
- Partnered with **eight local organisations** and **two Youth Facilitators** to create inclusive socially connected programs



Living and Learning

Case Study: Youth Facilitator Program

Priority Area – Employment

Action Item - Develop paid pathway opportunities for young people within events, programs, workshops etc.

Background

The Engage! Youth Facilitator Training program is designed to offer mentoring and training opportunities to develop skills. It allows youth facilitators to deliver paid workshops within the community in a young person's area of interest.

Project Descriptions

Youth Facilitators are recruited and onboarded as City of Ballarat contractors as the first step of this program. Once onboarded, facilitators are mentored on how to create workplans and resources to deliver and teach their unique skill to other young people in the community.

This is often the first introduction to paid employment and is designed to provide skills and training to build resumes, create confidence and build networks all while sharing their skill set with community.

Project Outcomes

- Youth Facilitators were provided mentoring and guidance on areas of finance, for example **how to create and submit an invoice**
- Youth Facilitators were **paid** for their services and expertise to deliver & create workshop resources
- Youth Facilitators gained **industry experience** to include on their resume, enhancing future employment prospects

The project delivered the following outcomes in 2023

- **Nine Youth Facilitators** delivered program opportunities for young people
- A total of **18 workshops** were held
- The workshops included;
 - Skate deck painting
 - Still life painting
 - Badge making
 - Spoken word and rap
 - Anime drawing
 - Plaster art
 - Songwriting
- Youth Facilitators gained opportunities to **exhibit** their artworks at Unicorn Lane & Sebastopol Library








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Selection of work completed in October 2022 - December 2023

| Strategies | Result | Work completed or in progress |
|--|--------|--|
| <p style="text-align: right;"><i>Legend:</i></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; align-items: center; gap: 5px;"> ● <i>Delivered in Full</i> </div> <div style="display: flex; align-items: center; gap: 5px;"> ● <i>In Progress</i> </div> <div style="display: flex; align-items: center; gap: 5px;"> ● <i>Not Delivered</i> </div> <div style="display: flex; align-items: center; gap: 5px;"> ● <i>Ongoing</i> </div> </div> | | |
| Focus area 1 - Health and wellbeing | | |
| Priority - Mental health & suicide prevention | | |
| Produce and regularly update a youth services directory to inform young people about support available to them via Council's website, posters and the Youth Services social media sites. | ● | Internal working group to explore 'Community Directory' options. Quotation request has been completed. Youth Services monthly newsletter implemented. |
| Deliver events and festivals that contribute to positive health and wellbeing. | ● | Participated in or celebrated Pride Month, Wear It Purple Day, R U Ok? Day, Harmony Fest, International Day of Persons with Disabilities, Summer Sundays & Ballarat Begonia Festival. |
| Deliver the Live4Life program (youth mental health and wellbeing program) in partnership with schools and community organisations. | ● | Delivered Teen Mental Health First Aid to 1246 students in eight participating secondary schools. |
| Conduct a self-assessment of council action on social determinants of mental wellbeing. | ● | The Parent Place outreach trial was evaluated in terms of the council provision of protective factors and reduction of risk factors for mental wellbeing. |
| Priority - Physical health | | |
| Develop the Len T. Fraser Skate Park into a significant youth destination incorporating a range of activities. | ● | Hosted a Skate Park Leagues (SPL) competition in February 2023. |
| Develop partnerships with sports clubs and associations, peak sporting bodies and recreation providers to deliver structured, unstructured and social recreation programs to promote the benefits of physical health and participation. | ● | Delivered skate, stand up paddleboarding, golf, pole & aerals, dancercise and ten pin bowling events/activities. Partnerships and relationship building with agencies to provide pathway opportunities for anyone wanting to continue participation. |

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| Install condom vending machines in designated public toilets / community infrastructure to improve access to contraception and the prevention of sexually transmitted infections. |  | Ballarat Community Health working with Basketball Ballarat to install condom vending machines at Selkirk Stadium. Further review required and additional sites yet to be determined as per Public Toilet Strategy. |
| Priority - Prevention of alcohol and other drugs usage | | |
| Encourage socially healthy lifestyles by providing youth events, programs and information that are free of smoking, drugs and alcohol, e.g. FReeZA events. |  | All Youth Services workshops/activities and FReeZA events are smoke, drug and alcohol free. This is explicit on all promotional and marketing flyers/communication. |
| Focus area 2 - Connected community | | |
| Priority - Equality / inclusion / discrimination | | |
| Provide dedicated youth spaces and programming in libraries. |  | Planning and building works for dedicated youth space at Ballarat Library. Dungeons and Dragons at Sebastopol Library. School holiday programs. Victorian Youth Fest activities at Sebastopol Library. |
| Incorporate a greater 'youth lens' and strengthen engagement with young people when developing social policy-related documents, social inclusion frameworks and 'Design Guidelines' for community infrastructure plan. |  | Community engagement activities for community infrastructure design guidelines included focus groups with young people with a disability. |
| Deliver cultural competency, disability and LGBTIQ+, inclusion training to youth volunteers and the community on an annual basis by people with lived experiences. |  | Cultural awareness training with Ballarat and District Aboriginal Cooperative (BADAC) including elders from the community. Family and domestic violence from Women's Resource Information and Support Centre (WRISC). Participated in Pride Month activities. |
| Seek partnerships to deliver intergenerational programs. |  | Partnerships to deliver community Walk Against Family Violence. Partnership with Food Is Free to deliver workshops. Delivery of intergenerational arts program installed at Len T Fraser in partnership with skate park users and Ballarat Community Health. |
| Undertake a disability inclusion audit (of Council facilities and services) from a children's and young person's perspective. |  | This audit is being incorporated into a broader piece of work that is helping to inform the Community Infrastructure Guidelines. This audit is ensuring that the needs of children and young people are embedded into guidelines. |

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| Provide inclusive social connection programs (including a geographical spread) to improve access and connectedness within communities. | ● | Monthly events including pizza & painting class at the Art Gallery of Ballarat, candle & essential oil masterclass and jewellery workshops delivered by youth. In 2023 a total of 10 free social connection programs were delivered to a total of 150 young people across four different geographical locations. |
| Use a co-design approach to enhance the event management skills of young people to plan and deliver social, creative arts and culture based programs and events. | ● | The Youth Services team engages on youth-led, co-design approaches to working with young people. The team utilises the Positive Youth Development Framework developed by Griffith University to guide the way in which they do this. Co-design examples include FReeZA (Sonika), Young Eventsters & Youth Ambassador programs. |
| Activate key facilities and community spaces that provide access to safe, inclusive and welcoming youth friendly programs for young people across the municipality e.g. Pools, libraries, school holiday programs. | ● | Facilitated Dungeons & Dragons programming at Sebastopol Library and Wendouree Neighbourhood Centre throughout 2023. Delivered PopCon Pop Culture Convention in 2023. Continued business as usual at all Ballarat Aquatic & Lifestyle Centre outdoor pools. |
| Involve young people in key inclusive community awareness days/weeks of significance activities e.g. Harmony, International Day of People with Disability (IDPWD), International Day Against Homophobia, Biphobia, Interphobia & Transphobia (IDAHOBIT) and Reconciliation Action Week. | ● | Recognised 6 days/weeks of significance through in person events and/or social media recognition and awareness raising campaigns. Days included Clean up Australia Day, Harmony Fest, Pride Month, World Environment Day, R U Okay? Day and International Day of Persons with Disabilities. |
| Priority - Transport | | |
| Advocate to PTV to review and overhaul the Ballarat Bus Network. | ● | Youth Services contributed information from feedback on the Youth Strategy to the experiences of young people with the Ballarat public transport system as part of the advocacy work in 2022/23 which featured in local media and Council's website. |
| Continue to support the delivery of L2P Program. | ● | Coordinator of Youth Services supported the L2P program via attendance and participation at quarterly meetings, facilitating role of Chair at meetings, and contributing letter of support for the extension of L2P funding to TAC. |
| Priority - Respectful relationships | | |
| Engage secondary schools/flexible learning options in respectful relationships initiatives such as 'Expect Respect'. | ● | Chaired Community Consortia in partnership with local organisations to develop pilot program Expect Respect with official rollout to be delivered to three participating secondary schools in 2024. |
| Focus area 3 - Living and Learning | | |
| Priority - Education, Training, volunteering, & Life Skills | | |








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| Deliver youth leadership and volunteer programs, e.g. Youth Ambassadors, FReeZA and the Western Bulldogs Leadership Program. | ● | Delivered three youth leadership and volunteer programs including the recruitment of 52 City of Ballarat volunteers. Delivered Western Bulldogs Leadership program with 17 Western Bulldogs Leadership volunteers. |
| Deliver and partner with other organisations to provide work related and life skill development programs such as: job readiness, worker rights, volunteering, barista training, first aid training, cooking, money matters, etc. | ● | Delivered five 'Skills for Life' development programs in 2023 including skate park art installation (intergenerational), barista basics, deaf awareness training (Auslan), swim survival and 'life skills' worm farm workshop. |
| Support pathways for young people to access local volunteering opportunities in the community, e.g. the Soup Bus. | ● | Participated in community volunteer expo's. Advertised volunteering opportunities through Youth Services social media. Provided job seeking & resume writing workshops in partnership with community agencies. |
| Utilise co design with young people teaching project and event management skills to support youth planned and delivered social, creative and culture based programs and events | ● | FReeZA program co-designed and delivered nine programs/events in 2023. Supported the Eastern Recording Project by providing recording facilities/event activities and identifying young performers. |
| Build on training opportunities and pathways through youth facilitation programs e.g. creative programs and business entrepreneur programs. | ● | Delivered workshops in 2023 facilitated by young people. Workshops included street art, badge making, anime drawing, still life painting, plaster art and songwriting. |
| Priority - Employment | | |
| Provide greater access to employment programs such as graduate / apprenticeship/ traineeships as well as work experience placements, internships, mentorship and career expos at the City of Ballarat. | ● | Partnered with Highlands LLEN to support secondary school students in work experience and structured workplace learning (SWL) placements across business units. One traineeship completed as part of this initiative. Attendance at several careers and jobs expo's locally. |
| Better connect industry to education providers to understand local needs – via expos, industry tours for schools, committees and taskforces. | ● | Ballarat 'Get into Games' expo held in October 2022 in conjunction with Ballarat Tech School and Highlands LLEN. Industry tours and guest speaking conducted for school leavers. Economic Development Team sits on the Local Jobs Taskforce and the Ballarat Tech School Committee. Collaboration between People and Culture and Economic Development Business Unit's exploring initiatives to connect industry to education providers. |







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| Develop paid pathway opportunities for young people within events, programs, workshops etc. |  | Paid opportunities and pathways across multiple business units including youth facilitator workshops, UNESCO Creative City display, FReeZA acts & Be_Hear/Now 23 Music Festival. One young act progressing from FReeZA gigs to Be_Hear/Now Festival, leading to a major artist management contract. |
| Priority - Housing | | |
| Involve young people in the development of the Ballarat Housing Strategy. |  | A youth consultative group participated in a consultative session with Principal Strategic Planners to provide perspectives and considerations of young people in the development of the Housing strategy. |
| Support sector advocacy for more resources for youth housing. |  | Young people have been included and identified as a key representative group within the work being undertaken by internal Diverse and Affordable Housing Working Group. |
| Priority - Environmental Issues | | |
| Engage young people in consultation about environmental issues to inform actions and initiatives. |  | Supported and planned for young people to attend the Youth Biodiversity Forum. Youth Ambassador consultation in regards to food insecurity in Ballarat and current opportunities for sustainable living/eating/composting for the new Ballarat Food Coalition. Speak Up! program delivered at Eureka Centre for Youth Ambassadors to research and advocate on soil health and food security as part of their 2023 Passion Project. |
| Priority - Access to Food | | |
| Develop a food coalition with input from young people - (potential to advocate for food security and food access issues, healthy eating etc). |  | Youth volunteers provided input to help guide development of the Local Food Coalition Action Plan. |
| Work with sports clubs and event organisers to ensure healthy food choices are available at venues attended by young people. |  | Worked in partnership with Ballarat Community Health and Ballarat Aquatic Lifestyle Centres to increase healthy options at Selkirk Stadium and Eureka outdoor pool. |
| Focus area 4 - Safety | | |
| Priority - Personal Safety | | |
| Include young people as a priority group in the delivery of the Empowering Communities Ballarat Project and other community safety initiatives |  | Not yet completed |









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| Provide opportunities for young people to influence urban renewal projects to increase their sense of safety. |  | Youth Ambassadors participated in a consultation and community engagement on the development of the Open Space strategy and the Biodiversity strategy and forum. Young people were also involved in the design and discussion around the skate park delivered at MR Power Park. |
| Implement and embed the Victorian Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework and Child Safe Standards across all City of Ballarat services, policies and frameworks. |  | 33 staff completed two sessions of MARAM (Family Violence Multi-Agency Risk Assessment and Management Framework) collaborative practice training. New Child Safe Policy and Procedure developed and adopted. Child Safety training provided to business units across Council. |
| Priority - Bullying / Social Media | | |
| Engage secondary school students in bullying prevention and awareness initiatives (including a component on critical thinking) and campaigns such as Project Rockit or similar. |  | Community Consortia established with local Ballarat organisations; chaired by Youth Services to support bullying preventions initiatives in secondary schools. Youth Ambassadors partnered with Dolly's Dream to produce Bullying Prevention promotional flyers and social media presence. |
| Priority - Family conflict / violence | | |
| Improve access to information, resources and supports for issues related to family violence. |  | Delayed due to awaiting outcome of Community Directory. Interim measure required due to delays of community directory. |
| Focus area 5 - Youth Infrastructure, Sector leadership and partnerships | | |
| Priority - Youth Infrastructure | | |
| Undertake a study to determine the feasibility of developing an integrated and multidisciplinary youth hub in Ballarat. |  | Consultant engaged and undertaking a feasibility study works. Community consultation completed in September and October 2023 which involved engagement of young people and youth sector via workshops and MySay page. Site matrix developed with spatial requirements and approximate costings. |
| Develop relationships and partnerships to expand the provision of youth infrastructure that improves outcomes in areas of safety, access to health and wellbeing, and social connection. |  | A youth activation space was created as part of the new Arts Incubator in 2023. Partnership with Wendouree Neighbourhood Centre creating activation of a youth space one night p/w with workshops aligned with social connection of young people. Ballarat Library dedicated youth space area with the redevelopment open in 2024. Sebastopol Library provides youth programming via youth space and periodic programming. |
| Priority - Support Service Access | | |


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| Support the youth sector to advocate for additional mental health support in Ballarat for young people. |  | Agency lead of Live4Life Ballarat, a mental health education and suicide prevention program. This has extended reach into eight secondary schools in 2023 and provided mental health education to young people in Year 8, school teachers, youth sector and community members. The Ballarat Live4Life Partnership Group has also utilised relationships with Lifeline to develop a new introductory session for parents/guardians with first session delivered in Dec 2023. |
| Priority - Sector leadership | | |
| Play an active role in contributing to sector networking, professional development, advocacy and leadership via Ballarat Youth Services Network. |  | Ballarat Youth Services Network (BYSN) committee of support members as well as representation and attendance at meetings. |
| Provide recognition to young people celebrating their contributions and achievements via annual Youth Awards. |  | Delivered annual Youth Awards recognising 95 nominees across 10 categories in 2023. |
| Improve provision of information via Youth Services landing page/website that provides program info and support services which have various methods of contact e.g. Chat function, text, phone. |  | Delayed due to changes in content management system software and contracted services of City of Ballarat website. |
| Develop inclusive engagement guidelines and opportunities to ensure that young people are actively consulted, engaged and considered in Council's decision-making processes. |  | Not yet completed. |
| Review and develop Youth Profile on periodic basis. |  | Review completed in 2022 and available via City of Ballarat website. Future review to occur in approximately 2024. |
| Increase accessibility of Parent Place and early years information for all families – inclusive of young parents, including outreach and co-delivery with community organisations. |  | Parent Place Outreach operated weekly (during school terms) in areas of need across Ballarat and partners attended the majority of sessions. |
| Collaborate with antenatal care providers to link vulnerable young parents with the types of services they need at the earliest possible stage. |  | Working with Grampians Health midwives and antenatal staff to link families with support services. Building stronger relationships with Ballarat Community Health. |

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| <p>Provide diverse representation of imagery on Council social media platforms and collateral</p> |  | <p>Young people and youth events have regularly featured as part of media alerts on City of Ballarat website, featured in mainstream media articles, included in OurBallarat magazine, and included on both Youth Services and Council social media platforms. Examples of key features in media articles include: skate event SPU (skate park user) Fest, Youth Awards, PopCon 2023, various Youth Fest initiatives, Youth Hub Feasibility Study, various youth volunteer program initiatives</p> |
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9.3. COMMUNITY ASSET AND COMMUNITY IMPACT DELEGATED COMMITTEE MEMBERSHIP

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Natalie Grero – Community Development Officer

PURPOSE

1. To advise Council of various Committee membership changes of Council endorsed Committees.
2. The membership of Burrumbeet Soldiers Memorial Hall Community Asset Committee and the Brown Hill Hall Community Asset Committee has altered since being endorsed at the 28 June 2023 Council Meeting. This report acknowledges recent resignations of committee members and seeks Council support to ratify the revised membership of the relevant Committees.
3. The membership of the Community Impact Grant Allocations Delegated Committee includes a representative from United Way or The Ballarat Foundation and seeks Council support to endorse and formally appoint this representative.

BACKGROUND

4. Community Asset Committees are formed in accordance with section 65 of the *Local Government Act 2020* (the Act) and act under delegation in accordance with section 47 of the Act. The Act requires Council to formally ratify any revision to Committee membership.
5. The following Community Asset Committees are currently established for the purpose of managing a community asset in the municipal district:
 - Ascot Mutual Improvement Association Hall - Community Asset Committee
 - Brown Hill Community Hall - Community Asset Committee
 - Buninyong Hall - Community Asset Committee
 - Burrumbeet Soldiers Memorial Hall – Community Asset Committee
 - Cardigan Village Community Centre – Community Asset Committee
 - Invermay Recreation Reserve - Community Asset Committee
 - Miners Rest Mechanics Institute Community Hall – Community Asset Committee
 - Scotsburn Community Hall – Community Asset Committee
 - Sebastopol RSL Hall – Community Asset Committee
 - Warrenheip Memorial Hall – Community Asset Committee

KEY MATTERS

6. Burrumbeet Soldiers Memorial Hall
 - a. The membership of the Burrumbeet Soldiers Memorial Hall Community Asset Committee has changed with the addition of Nick Renter.

b. The revised membership of the committee is now as follows:

- Paul Beechey
- Bernard Hyland
- Brendan Cahill
- Ian Smith
- Gwen Smith
- Angela Smith
- Ian Marshall
- Shirley Marshall
- Lauren Briody
- Jasmine Walton
- Nick Renter

7. Brown Hill Hall Community Asset Committee

a. The membership of the Brown Hill Hall Community Asset Committee has changed with the resignation of Scott Antonio.

b. The revised membership of the committee is now as follows:

- Dianne Eden
- Merrilyn Harlock
- Reg Eden
- Kevin Norman
- Karen Norman
- Miles Hingston

8. The membership of the Community Impact Grant Allocations Delegated Committee Terms of Reference states that the Committee will have a representative from United Way or The Ballarat Foundation.

9. In the past Council endorsed the representative from one of these organisations as membership from an allocated group, however with the change in the *Local Government Act 2020*, section 63(1)(b) specifically states any voting person must be appointed by Council.

10. The representative from United Way or The Ballarat Foundation is Andrew Eales from The Ballarat Foundation.

11. The membership of the Committee is as follows:

- David Harris
- Dr Samantha Fabry
- Sofia Fiusco
- Cr Des Hudson
- Cr Peter Eddy
- Cr Tracey Hargreaves
- Andrew Eales (Representative from United Way or The Ballarat Foundation) recommended to be appointed.

OFFICER RECOMMENDATION**12. That Council:****12.1 Endorse the revised membership of the Burrumbeet Memorial Hall Community Asset Committee with the addition of Nick Renter:**

- Paul Beechey
- Bernard Hyland
- Brendan Cahill
- Ian Smith
- Gwen Smith
- Angela Smith
- Ian Marshall
- Shirley Marshall
- Lauren Briody
- Jasmine Walton
- Nick Renter

12.2 Acknowledge the resignation of Scott Antonio, President Brown Hill Hall Community Asset Committee, and thank Scott for his contribution to the committee.**12.3 Endorse the revised membership of the Brown Hill Hall Community Asset Committee:**

- Dianne Eden
- Merrilyn Harlock
- Reg Eden
- Kevin Norman
- Karen Norman
- Miles Hingston

12.4 Endorse the membership of the Community Impact Grant Allocations Delegated Committee:

- Andrew Eales
- David Harris
- Dr Samantha Fabry
- Sofia Fiusco
- Cr Des Hudson
- Cr Peter Eddy
- Cr Tracey Hargreaves

ATTACHMENTS

1. Governance Review [9.3.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report is a statutory requirement of Local Government Act 2020.

COMMUNITY IMPACT

2. It is considered that the report does not have any community impact implications.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. It is considered that the report does not have any climate emergency or environmental implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. It is considered that the report does not have any economic sustainability implications.

FINANCIAL IMPLICATIONS

5. It is considered that the report does not have any financial implications.

LEGAL AND RISK CONSIDERATIONS

6. This report is a statutory requirement of *Local Government Act 2020*. The report complies with the Act.

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. No community consultation and engagement has taken place as part of this report.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

10. 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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PROCUREMENT COLLABORATION

(For Contracts Only)

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9.4. NAMING ALFREDTON COMMUNITY HUB

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Sharelle Knight – Executive Manager, Family, Youth and Children’s Services

PURPOSE

1. The purpose of this report is to request Council endorse the proposal to name the community facility located at 18 Donegal Drive, Alfredton as *Djila-tjarriu Community Hub* (pronounced Jilla-ja-roo and meaning ‘place of play’).

BACKGROUND

2. The new licensed kindergarten was officially opened on Wednesday 14 February 2024 by Minister for Children, Lizzie Blandthorn MLC and Member for Wendouree, Julianna Addison MP.
3. The facility is now open for community use with kindergarten and community programs having commenced operations in the week beginning 29 January 2024.



4. Council officers are seeking to progress the formal naming of the facility inclusive of the kindergarten program.
5. With approval from the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC), *Djila-tjarriu Community Hub* is Council’s preferred name due to the proximity to the adjacent playspace and alignment with the traditional meaning of ‘place of play’. The new kindergarten would be known as *Djila-tjarriu Kindergarten*.
6. There is a risk of confusion regarding the location and current name of this facility due to the estate name, Ballymanus. Additionally, Alfredton Kindergarten already exists in Balyarta Street, Alfredton; and has been a long-term kindergarten under license

agreement with Uniting. There is a facility located in the Alfredton Reserve known as Alfredton Sports and Community Club.

7. Place naming processes and guidelines are outlined in the *Rules for Places in Victoria 2022 – Statutory Requirements for Naming Roads, Features and Localities* (the Naming Rules) which is in line with the requirements of the *Geographic Place Names Act 1998*. Naming proposals must pass through both local and state government processes.
8. It is recommended that Council resolve to adopt the facility name as Djila-tjarriu. Upon adoption, details of the proposal are then forwarded to the Office of Geographical Names for auditing and final approval. If approved by the Registrar of Victoria, the name is then gazetted and added to the Victorian Registry of Names and mapping database. Names are not final until the gazette notice has appeared in the Victorian Government Gazette.
9. According to Section 4 of the Naming Rules, the new hub is considered a 'Feature'. Section 6.1.4 specifies that Council can generate a naming proposal in-house for Features whilst ensuring compliance to the naming rules. If Council wants to develop a naming proposal that uses Traditional Owner language, the relevant Traditional Owner group must be contacted for input at the onset.
10. Council officers have consulted with the WTOAC which has resulted in a Wadawurrung Land Use Agreement proposing that the facility be named the *Djila-tjarriu Community Hub*, and the kindergarten be named the *Djila-tjarriu Kindergarten*. The Language Use Agreement also proposes traditional owner dual names for the three kindergarten rooms and three community rooms within the facility.

KEY MATTERS

11. In line with the Naming Rules, Council has completed community engagement on the naming proposal. The community engagement plan included the following:
 - a. mySay page – engagement regarding naming proposal was open between 15 December 2023 – 15 January 2024.
 - b. Public Notice Board (including in print via the Ballarat Times, and online via the City of Ballarat website):
 - i. 15 December 2023 – website page views 73
 - ii. 22 December 2023 – Ballarat Times only
 - iii. 29 December 2023 – Ballarat Times only
 - iv. 5 January 2024 – website page views 2,017
 - v. 12 January 2024 – website page views 167
 - c. Mayor's Message and Public Notice Board (via social media highlights on City of Ballarat Facebook and Instagram):
 - i. 5 January 2024 – post reach 2,275 / engagement 62 / reactions 2
 - ii. 12 January 2024 – post reach 2,326 / engagement 72 / reaction 1

12. Regarding the mySay page community engagement consultation:

- a. There was a total of 31 views of the mySay page. Of the 31 views, there was a total of 28 individual visitors. Of the 28 visitors, there was a total of eight contributors.
- b. From the eight contributor responses,
 - i. Four contributors supported the proposed name, Djila-tjarriu Community Hub;
 - ii. Two contributors proposed Alfredton Community Hub/Centre;
 - iii. One contributor provided an alternative Indigenous word; and
 - iv. One contributor objected to the proposed name (including the existing play space) stating it wasn't inclusive of the Ballarat population and would have negative implications on the use of the centre.

OFFICER RECOMMENDATION

13. That Council:

- 13.1 Adopt the proposal to name the facility located at 18 Donegal Drive, Alfredton the *Djila-tjarriu Community Hub*.**

ATTACHMENTS

1. Governance Review [9.4.1 - 2 pages]
2. Naming Proposal responses Jan 2024 [9.4.2 - 1 page]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. 2021-2025 Council Plan includes actions regarding reconciliation with First Nations peoples, specifically:
 - a. *Goal 2: A healthy, connected and inclusive community.*
 - b. *Strategic Objective 2.5: Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples.*
2. The adopted Municipal Early Years Plan includes an action regarding naming of City of Ballarat facilities, specifically:
 - a. *Goal 4: Children Are Learning – Implement dual language Aboriginal and English signage in City of Ballarat run early years facilities – from 2024.*
3. The adopted Community Infrastructure Plan 2022 – 2027 includes an action regarding First Nations recognition, specifically:
 - a. *Action 3.3: Community infrastructure will recognize the traditional custodians of the land through signage and in other culturally appropriate ways.*

COMMUNITY IMPACT

4. The naming of this feature is an opportunity to recognise cultural heritage through appropriate Indigenous naming.
5. The proposed name aligns with the approved name of the adjacent public open space known as Djila-tjarriu Playspace.
6. The proposed name, Djila-tjarriu Community Hub, removes confusion with known names of existing community services and facility located in the Alfredton neighbourhood.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

7. There are no climate emergency or environmental sustainability implications associated with this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. The naming of the facility is not considered to carry any economic implications.

FINANCIAL IMPLICATIONS

9. There are no financial implications associated with this matter.

OFFICIAL

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LEGAL AND RISK CONSIDERATIONS

10. The proper naming and registration of roads, feature or localities with the Office of Geographical Names enables it to be clearly identified so that a more precise location can be given to emergency services should an emergency arise.

HUMAN RIGHTS CONSIDERATIONS

11. 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

12. The City of Ballarat consultation plan was targeted at engagement and negotiation with the Wadawurrung Traditional Owners Aboriginal Cooperative, for approval to use the word *Djila-tjarriu* in line with the gazetted name of the adjacent playspace. Following approval from the Traditional Owners for the language use, residents were notified of a community engagement process through the City of Ballarat mySay website, which was promoted through the Public Notices in The Ballarat Times and through the City of Ballarat's social media. Residents were invited to submit a formal response to the naming proposal during a consultation period between Friday 15 December 2023 to Monday 15 January 2024.

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

Naming Proposal - mySay Community Engagement response feedback

15 December 2023 – 15 January 2024

NAMING FEEDBACK RESPONSES

| RESPONDENT | FEEDBACK |
|------------|--|
| 1 | This option for a name is one that isn't inclusive of the greater Ballarat population. This facility and the existing play space should have a name that is more inclusive and welcoming to the greater Ballarat area. The name could also have negative implications on the usage of the centre as it could lead to people thinking that not welcome to utilise the facility due to their race/skin colour etc. |
| 2 | Alfredton community centre |
| 3 | Keep it simple. Alfredton Community Hub |
| 4 | Warrunbiny is another wholesome indigenous word meaning "Children" |
| 5 | It is good, but only if it is relevant and not just a trendy thing to do |
| 6 | Very happy with proposed name...Djila_tjarriu Community Hub and Kindergarten |
| 7 | I fully support 'Djila-tjarriu Community Hub' as the name of this facility. |
| 8 | Having Aboriginal words as everyday place names is a practical way to bring Aboriginal language into everyday use. It might as well be phonetic though given all Aboriginal language is oral. I'm glad BCC did not want to call the hub or kindergarten Alfredton or Ballymanus. |

9.5. ANNUAL FIREWORKS DISPLAY

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Jeff Johnson – Executive Manager Arts and Events

PURPOSE

1. Whilst audience numbers for the annual fireworks display remain constant, community feedback each year expresses a desire to consider rescheduling the display, which currently occurs with the Summer Sundays event held in the Ballarat Botanical Gardens.

BACKGROUND

2. At the 2 December 2020 Council meeting, Council resolved (R270/20) to hold the annual fireworks event, on a significant date or suitable public event.
3. At the 27 January 2021 Council meeting, officers recommended scheduling the fireworks during the Ballarat Begonia Festival, however this item was deferred (R15/21) to allow for more consultation. In response, officers posted an online community survey via Council's MySay platform to gather public feedback.
4. The survey primarily asked for a preferred format (fireworks or sound and light show) and for the preferred timing/scheduling. The survey attracted 977 responses.
 - a. Response to the preferred format:
 - 64.8% preferred a fireworks event,
 - 20.5% preferred a sound and light event,
 - 14.7% preferred no show at all.
 - b. To assist the community to make an informed decision on the preferred format, the following factors were made available. *
 - The approximate cost for the current fireworks display is \$38,000.
 - The approximate cost for a comparable sound and light show is \$200,000 - \$250,000.

*These budget estimates are based on a one-off show of approximately 15 – 20 minutes in duration.
 - c. Response to the preferred scheduling:
 - 15.1% preferred the Christmas period.
 - 45.4% preferred the summer period.
 - 26.1% preferred during the Ballarat Begonia Festival
 - 5.8% preferred during the Ballarat Harmony Fest
 - 7.5% preferred no show at all.
5. To assist the community to make an informed decision on the preferred scheduling, it was explained that the above scheduling options were selected as they occur during the warmer and drier months of the year and so are ideal for crowd comfort and for fireworks.

6. Following the analysis of the community consultation, officers submitted a report to the 22 September 2021 Council meeting recommending scheduling the fireworks with the Begonia Festival.
- a. Advantages identified included:
- Given the relatively short duration of the fireworks, scheduling it within the program of an existing event will allow for greater leverage and financial efficiencies to attract and service a larger audience.
 - With the current Begonia Festival program delivered predominantly during the day, the inclusion of the fireworks will provide a spectacular night-time activity, creating greater incentive for overnight visitation and increase the economic yield from the event.
 - The Begonia Festival could add value to the fireworks with its larger event budget and marketing reach.
 - The family friendly focus of the Begonia Festival provides a safe nighttime environment for an all-ages audience.
- b. Council considered the matter and adopted the following resolution (R188/21).

That Council:

Continue providing the fireworks in its current format, to be scheduled during the annual Summer Sundays program of events.

7. In accordance with resolution R/188/21, officers have scheduled the annual fireworks display on the second Summer Sundays event, typically the second weekend of January, in 2022, 2023 and 2024.

KEY MATTERS

Consideration of Fireworks Timing

8. The majority of community sentiment discussing alternative dates for fireworks identified the traditional New Years Eve as the preferred option.
9. Factors for consideration for scheduling fireworks on New Years Eve include:
- a. Increase in event cost. The current budget of \$36,200 may increase to \$45,000.
- b. There is no consistent format for New Years Eve fireworks in regional Victoria, there are examples of single and double show displays. The following is a sample of other LGAs:

| LGA | Timing of NYE Fireworks |
|-------------|-------------------------|
| Bendigo | 9.15pm and midnight |
| Cohuna | Midnight |
| Coronet Bay | 9.30pm |
| Cowes | 9.30pm |
| Geelong | 9.30pm and midnight |
| Hamilton | 10pm |
| Heywood | 10pm and midnight |

| | |
|----------------|---------------------|
| Inverloch | 9.30pm |
| Kerang | 9.30pm and midnight |
| Lakes Entrance | 9.30pm and midnight |
| Loch Sport | 10pm |
| Lorne | 9pm and midnight |
| Mildura | 9.30pm and midnight |
| Mooroopna | 10.45pm |
| Mulwala | Midnight |
| Port Fairy | 9pm and midnight |
| Portland | 10pm and midnight |
| Wangaratta | 9pm and midnight |
| Warrnambool | 9.30pm and midnight |

c. Potential impact/benefit to Tourism.

- For New Years Eve 2023 Ballarat had a 66% accommodation occupancy rate (2023 December monthly average was 55%).
- For 14 January 2024 Ballarat had 48% accommodation occupancy rate (2024 January monthly average was 60%, note Sundays are typically one of the quietest days for accommodation).
- Total spend on Dining and Entertainment for New Years Eve 2023 was \$1.18m (\$558k of this was visitors)
- Total spend on Dining and Entertainment on 14 January 2024 was \$1.12m (\$460k of this was visitors)

This data indicates there is currently stronger spend and greater visitation in Ballarat on New Year Eve than mid-January as expected.

It is unlikely that the fireworks themselves will drive increased visitation, but they may add value to those already in Ballarat. Shifting to New Years Eve may facilitate a greater retained resident spend and some possible additional Visiting Friends and Relatives.

- d. To ensure spectator safety, Victoria Police have indicated that whilst they are currently heavily deployed on New Years Eve, they will ensure public safety to their best ability.
- e. Based on Council resolution on the scheduling of fireworks, officers will complete a risk assessment of the event. It is anticipated that this assessment will identify the need to declare the Lake Wendouree foreshore as a (alcohol) dry zone for the duration of the display. Officers will also monitor for anti-social behaviour and mitigate this risk accordingly.

Consideration of the Fireworks Location

10. Most years, officers receive a small number of complaints relating to the fireworks.

- a. Following the 2023 fireworks display, officers received thirteen complaints from the public. Three questioned why have fireworks, and 10 were concerned about the possible impact the display had on pets and wildlife in the area.

- b. Following the 2024 fireworks display, officers received three complaints from the public and one question to be addressed in Question Time in the 28 February 2024 Council Meeting. Two questioned the date, one was concerned about the possible impact the display had on pets.
11. During each firework display and for the ensuing days, Council Events staff and Parks and Gardens staff monitor the area, and to date have not detected noticeable impacts on animal welfare. In 2024, the animal shelter received only one complaint pertaining to a stray animal and put the lack of complaints down to the increase and success of education in the community about animal management during the fireworks.

Consideration of Alternative Fireworks Format

Drone Show

12. The approximate cost for a comparable drone show is \$250,000 - \$290,000. This cost estimate is based on an indicative quote for a one-off show utilising 500 drones and could run for approximately 12-20 minutes in duration. Potential effects this may have on wildlife in the area is unknown.
13. A drone show format could be viewed by spectators sitting at distance from the site, allowing large crowds to attend. However, winds above 26-30 kph can cause the show to be cancelled.
14. The following table provides the recorded wind speed and wind gust speed for Lake Wendouree at 9.30pm on 15 January for the past four years*. Based on this data, it can be ascertained that three of the last four years would have been cancelled if there was a drone show.

| Year of Measurement | Wind Speed | Wind Gust Speed |
|----------------------------|-------------------|------------------------|
| 2020 | 35.8kmh | 53.1kmh |
| 2021 | 32.4kmh | 60.0kmh |
| 2022 | 17.0kmh | 18.1kmh |
| 2023 | 26kmh | 46.5kmh |

*Data provided by the Bureau of Meteorology

Light Show

15. The approximate cost for a comparable sound and light show is \$250,000. This cost estimate is based on an indicative quote for a one-off show of 15-20 minutes in duration. Operators install a pump to generate a large spray of water to create a surface to project light imagery onto and accompanied by music.
16. The physical scale of a sound and light show is smaller than either fireworks or a drone show, which will require spectators to sit closer to the show. This will impact on how many spectators can adequately view the event. It is not known if the soundtrack from the sound and light show will impact wildlife.

OFFICER RECOMMENDATION

17. That Council:

17.1 Resolve to schedule the annual fireworks display on New Years Eve.

ATTACHMENTS

1. Governance Review [9.5.1 - 2 pages]
2. Fireworks Survey Report 2021 [9.5.2 - 6 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Ballarat Events Strategy 2018 – 2028.
2. Council Plan 2021 – 2025, Goal 5.4 - Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat's reputation as a destination of choice.

COMMUNITY IMPACT

3. There are no identified impacts to the community from the continuation of the fireworks display. The community survey, detailed in this report, indicated a clear preference for the continuation of the fireworks display.
 - 64.8% preferred a fireworks event
 - 20.5% preferred a sound and light event
 - 14.7% preferred no show at all

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no climate emergency implications with this report. The fireworks used are non-toxic and have been selected to ensure they pose no environmental implications for Lake Wendouree.
5. There is no evidence of distress to the local birdlife and there has been no evidence of bird fatalities or impact to the population following fireworks. The current January date for the display avoids the breeding season for Black Swans, when they may be in a more vulnerable stage.

ECONOMIC SUSTAINABILITY IMPLICATIONS

6. There are no economic sustainability implications with this report.

FINANCIAL IMPLICATIONS

7. Project funding for the annual fireworks display is allocated in the 2023/24 Council budget, based on the current format, location and scheduling. A change to either format, location or scheduling may require additional funding. Extent of the potential budget increase can be clarified once these variables have been determined by Council.

LEGAL AND RISK CONSIDERATIONS

8. There are no legal or risk implications with this report. Council staff have coordinated fireworks displays in Ballarat for several years and are well versed in risk management for this type of event. All permits are obtained and qualified staff are engaged ensuring a safe event.

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HUMAN RIGHTS CONSIDERATIONS

9. 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

10. Council officers conducted a survey via Council's MySay platform in 2021 seeking community feedback on the preferred format; fireworks or sound and light; and for the preferred timing/scheduling. The survey attracted 977 responses, with the majority of responses indicating a preference for the use of fireworks. Details of the survey responses are included in this report.

GENDER EQUALITY ACT 2020

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

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.

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

Family entertainment - fireworks or sound and light show?

SURVEY RESPONSE REPORT

12 July 2021 - 29 July 2021

PROJECT NAME:

Family entertainment - fireworks or sound and light show?

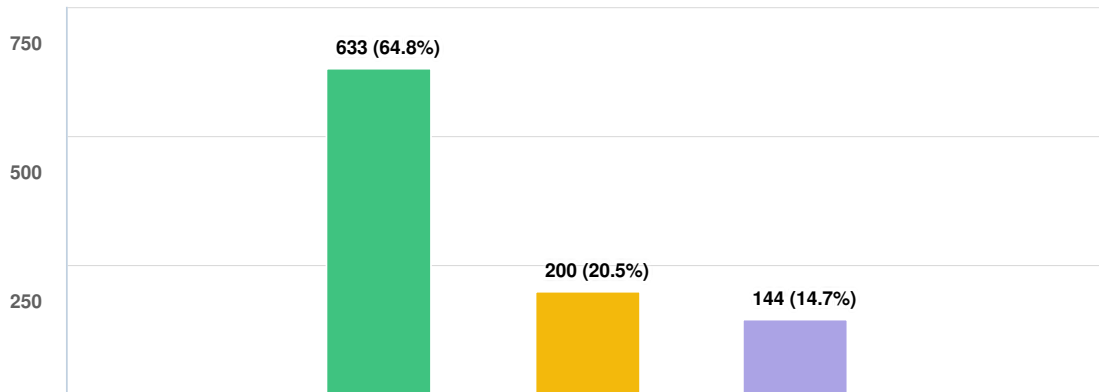
Family entertainment - fireworks or sound and light show? : Survey Report for 12 July 2021 to 29 July 2021



SURVEY QUESTIONS

Family entertainment - fireworks or sound and light show? : Survey Report for 12 July 2021 to 29 July 2021

Q1 Which would you prefer out of fireworks or a sound and light show?



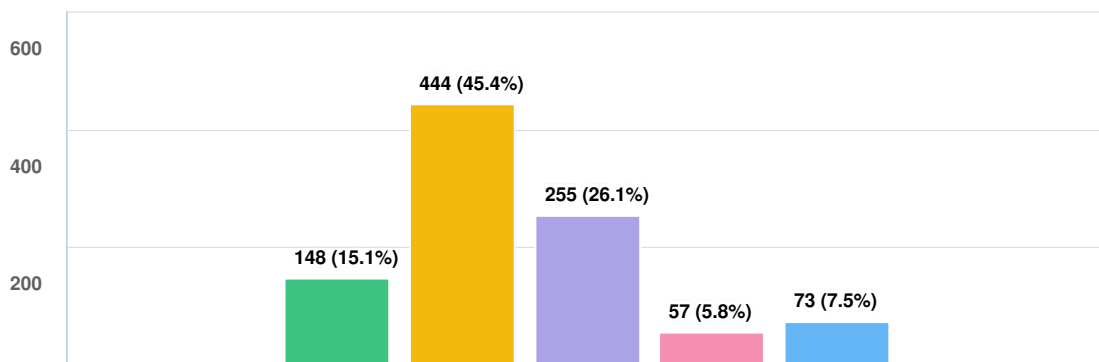
Question options

- Fireworks
- Sound and light show
- Would prefer no show

Mandatory Question (977 response(s))

Question type: Checkbox Question

Q2 At which event would you prefer the fireworks or sound and light show to occur?



Question options

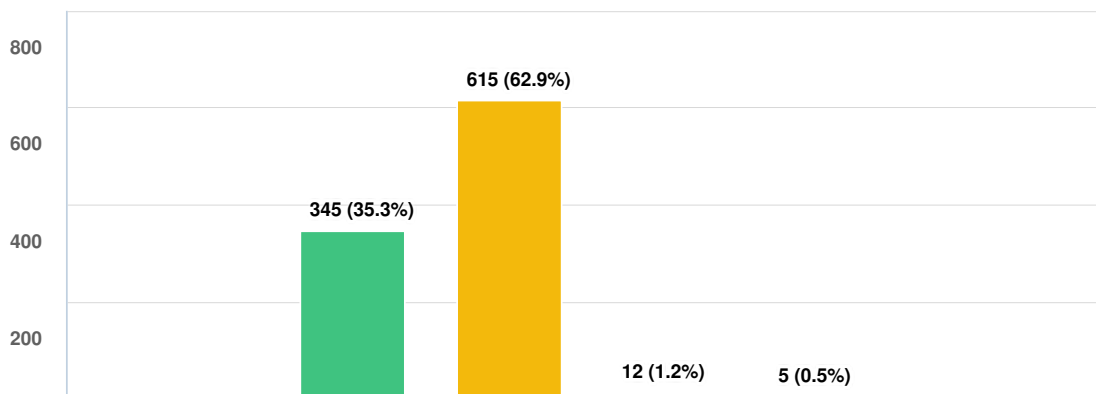
- Christmas period event
- Summer events (January or February)
- Ballarat Begonia Festival
- Harmony Fest
- Prefer no show

Mandatory Question (977 response(s))

Question type: Checkbox Question

Family entertainment - fireworks or sound and light show? : Survey Report for 12 July 2021 to 29 July 2021

Q3 What is your gender?



Question options

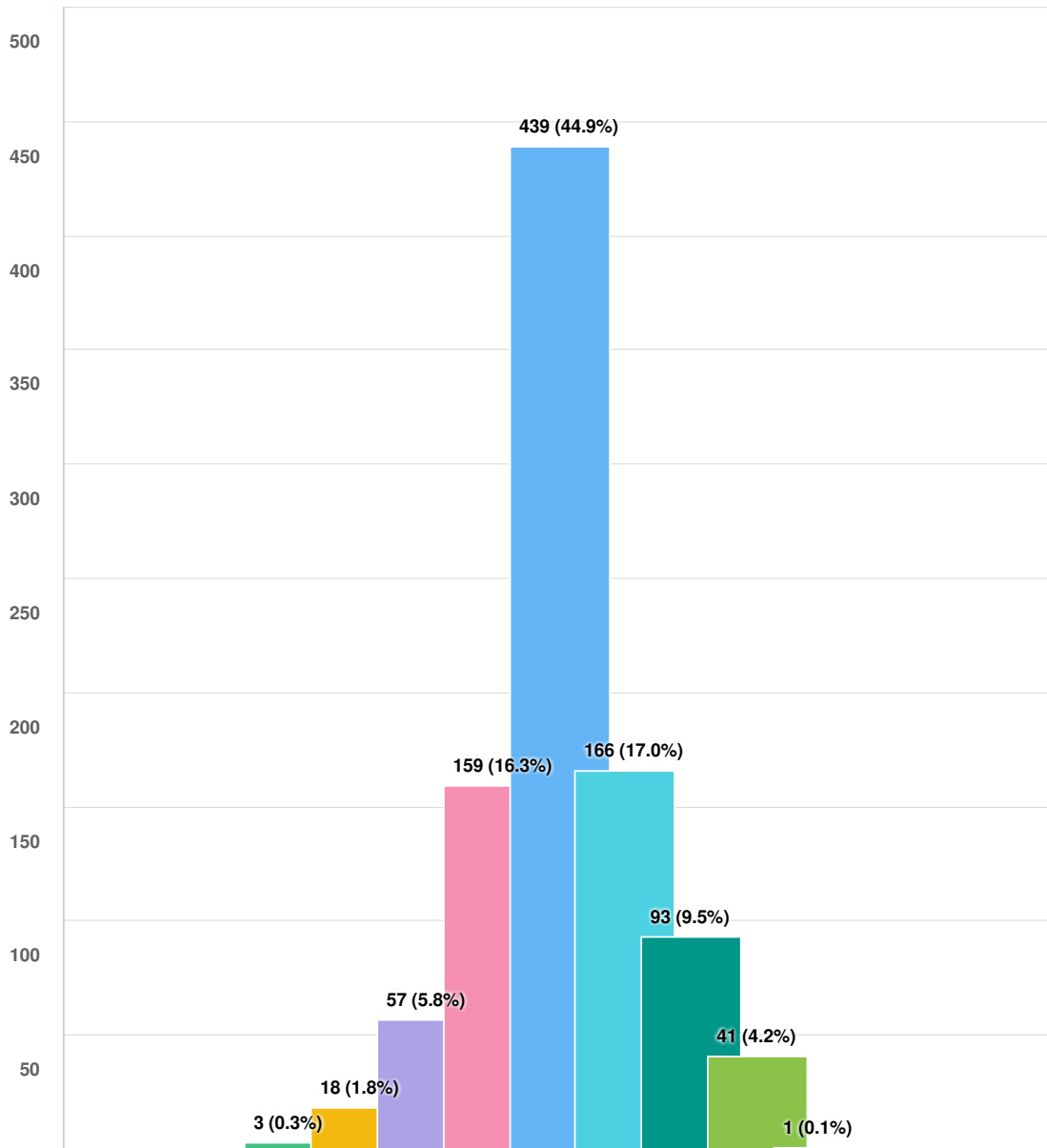
- Male
- Female
- Non-binary
- Self-described (please specify)

Mandatory Question (977 response(s))

Question type: Checkbox Question

Family entertainment - fireworks or sound and light show? : Survey Report for 12 July 2021 to 29 July 2021

Q4 What is your age?



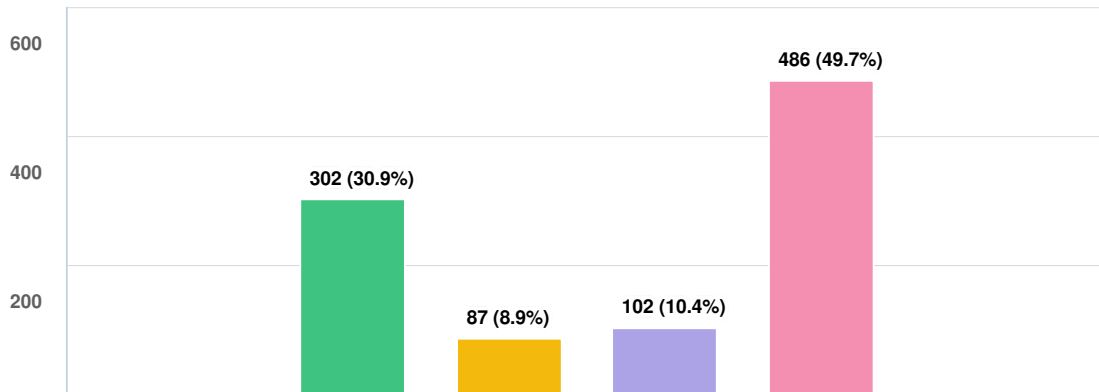
Question options

- 5-11 years
- 12-17 years
- 18-24 years
- 25-34 years
- 35-49 years
- 50-59 years
- 60-69 years
- 70-84 years
- 85+ years

Mandatory Question (977 response(s))
 Question type: Checkbox Question

Family entertainment - fireworks or sound and light show? : Survey Report for 12 July 2021 to 29 July 2021

Q5 Do you have children under the age of 18?

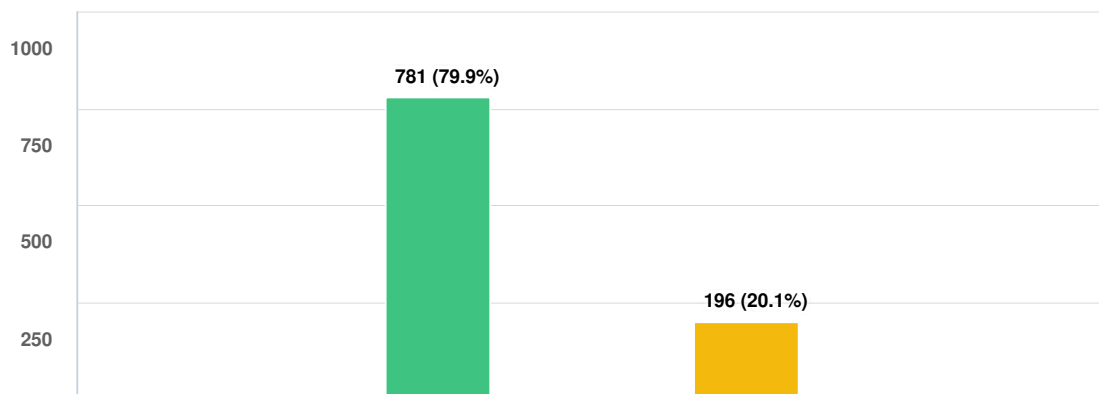


Question options

- Yes, all aged under 12 years of age
- Yes, all aged 12-17 years of age
- Yes, mixed ages up to and including 17
- No

Mandatory Question (977 response(s))
Question type: Checkbox Question

Q6 Have you attended fireworks displays in Ballarat before?



Question options

- Yes
- No

Mandatory Question (977 response(s))
Question type: Checkbox Question

9.6. POST INTERNATIONAL TRAVEL 8TH ASIA PACIFIC URBAN FORUM 23-25 OCTOBER 2023

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Tara Poole – Coordinator Creative City

PURPOSE

1. This report presents an overview of the travel to Suwon, South Korea by Council officer Tara Poole, Coordinator Creative City. Tara Poole travelled to Suwon at the invitation of the Indian city of Jajpur to attend and present at the 8th Asian Pacific Urban Forum alongside other UNESCO Creative Cities of Chiang Mai, Thailand and Hanoi, Vietnam.

BACKGROUND

2. Ballarat is a UNESCO Creative City of Crafts and Folk Art (designated in 2019). As part of this designation, the City of Ballarat is invited to attend and share in summits, discussions and conferences on the application of creative city strategy, planning and delivering positive outcomes for the creative sector.
3. Council officer Tara Poole was invited in her capacity as the Coordinator Creative City to present on an international panel on the power of investment into creative industries.
4. After the conference, Tara Poole travelled to Jinju in South Korea to attend the Jinju International Craft Biennale at the invitation of the UNESCO Deputy Regional Coordinator, Professor Byung Hoon Jeong.
5. The Jinju International Craft Biennale hosted Ballarat artist Marian Fox and Tara Poole and displayed Marian's work throughout the exhibition.
6. The costs for attendance at these events were covered by the city of Jajpur (accommodation, flights) and the city of Jinju (accommodation).
7. Tara Poole and Marian Fox attended the formal opening of the Craft Biennale, representing the City of Ballarat.

KEY MATTERS

8. The itinerary of the events included:
 - a. 22nd October 2023
 - i. Briefing sessions with the city of Jajpur and with Hanoi and Chiang Mai city representatives
 - b. 23rd October 2023
 - i. Attendance at the 8th Asia Pacific Urban Forum and presentation on Creative Economy and Urban Transformation
 - c. 24th October 2023
 - i. Site visit to Kim Ik-young's studio, renowned Korean ceramicist
 - d. 25th October 2023
 - i. Travel to Jinju, South Korea

- e. 26th October 2023
 - i. Meetings with UNESCO Creative City representatives from Tama Sasayama, Japan, and Bida, Nigeria. Presentation of the City of Ballarat's Creative City Report Card data. Meeting with Marian Fox, Ballarat ceramicist
 - f. 27th October 2023
 - i. Attendance at the opening of the Jinju Craft Biennale
9. The key findings from the attendance at the 8th Asia Pacific Urban Forum included:
- a. There are shared problems across the world in communicating the true value of craft and heritage practices
 - b. There is a continued and steady global loss of knowledge and expertise
 - c. An appreciation that culture and creativity are singularly the most important tools in communicating a city's unique identity
 - d. Creative practice is at the heart of sustainable cities
 - e. Strong craft and cultural hearts of cities can attract tourism, but tourism is not the only reason for craft and culture. It produces what it needs and can export its ideas
 - f. Arts and culture infrastructure must be a crucial part of city planning, and must be providing more than simply space for selling souvenirs
 - g. Planning of cities is seen as the foundation of sustainable development. When facing a future of climate change, urban resilience will be key
 - h. Incentivisation of the private sector is seen as more and more necessary to drive urban and territorial planning, climate action and digital transformation
10. The outcomes of the presentations and meetings included the following actions:
- a. City of Ballarat was invited to submit content towards the International Journal of Crafts and Folk Arts, as part of a shared Q&A with Jeonju, South Korea and Bida, Nigeria. This work is now complete
 - b. City of Ballarat was invited to put forward a proposal to host the 2024 UNESCO Creative Cities of Crafts and Folk Art Annual Meeting in May 2024 with up to 60 cities in attendance
 - c. Establishment of avenues for exhibition and display of Ballarat artists and makers on the world stage, and commencement of brokerage of international trade opportunities
11. The cost of Tara Poole's attendance at these events fell within the allocated budget of \$400.

OFFICER RECOMMENDATION

12. That Council:

12.1. Receive and note the report.

ATTACHMENTS

1. Governance Review [9.6.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan 2021 – 2025:
 - a. Goal 5: A strong and innovative economy and city
 - b. Goal 5.7: Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City
2. Creative City Strategy 2019-2030
3. UNESCO Creative City of Crafts and Folk Art designation requirements

COMMUNITY IMPACT

4. Direct impact for the creative industries and community. Representative makers offered international travel and exhibition opportunities.
5. Wider impact on the reputation of the creative community and the city's creative standing.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. There are no climate emergency and environmental sustainability implications identified.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. Economic resilience and increase in financial sustainability provided for the creative sector through export and profiling opportunities.

FINANCIAL IMPLICATIONS

8. The financial implications are negligible – travel and associated costs were covered by international representatives.

LEGAL AND RISK CONSIDERATIONS

9. There are no legal and risk considerations identified.

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. Creative community members were invited to submit their works for consideration by the Jinju International Craft Biennale. These were coordinated through the City of

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Ballarat's Creative City team. Selection was made by the team at the Jinju International Craft Biennale.

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.

PROCUREMENT COLLABORATION

(For Contracts Only)

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9.7. QUARTERLY PERFORMANCE REPORT FOR PERIOD ENDING 31 DECEMBER 2023

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

PURPOSE

1. To present the quarterly performance report for the quarter ending 31 December 2023.

BACKGROUND

2. Pursuant to section 97 of the *Local Government Act 2020* (the Act), 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.
3. In accordance with section 97(3) of the Act, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.
4. Item 20 of the Governance and Management checklist requires a 6 monthly report of indicators measuring financial and non-financial performance (including the performance indicators referred to in section 98 of the Act) to be prepared. This checklist is required as per regulation 9(c) of the *Local Government (Planning and Reporting) Regulations 2020*.
5. The Quarterly Performance Report provides an update on Council's performance for the 6 months to 31 December 2023. Further detail is provided in the attached reports:
 - a. Financial Management Report
 - b. Mid-Year Budget Review Summary
 - c. Performance Statement Report
 - d. Council Plan Quarterly Report
 - e. City of Ballarat Council Metrics December 2023

KEY MATTERS

6. The Financial Management Report sets out Council's quarterly performance, compared to budget, for the period ending 31 December 2023, including:
 - a. Summary of Financial Results;
 - b. Financial Statements;
 - c. Local Spend Summary; and
 - d. Investments Summary.
7. The Mid-Year Budget Review (MYBR) Summary highlights the major variations expected to the adopted budget for the year ending 30 June 2024.
8. The Performance Statement Report shows the required Local Government Performance Indicators for the six months to 31 December 2023. It must be noted that there are some complexities when preparing six-monthly results for indicators that

were designed to be prepared on an annual basis. Also, these six-monthly results are unaudited.

9. The Council Plan Quarterly Report – 31 December 2023 provides an update on the progress relating to the implementation of the Council Plan 2023/24 actions.
10. The Ballarat City Council metrics provides a snapshot of key lead indicators that management utilise to monitor organisational performance. This information is new to the quarterly reporting process and is intended to increase the amount of non-financial information being provided to the community regarding Councils performance. The metrics report for the first time also includes a separate detailed summary of Statutory Planning and Development Engineering statistics.
11. 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 agreed adjustments to the adopted budget that were endorsed including: <ul style="list-style-type: none"> • Council approved carryovers from 2022/23 (\$24.18 million); • Unexpended grants and corresponding expenditure from 2022/23 (\$15.09 million); and • opening financial position following 30 June 2023 audit. |
| Forecast | Adjusted budget updated for any proposed forecast changes up to 31 December 2023. |
| Actual | YTD Results to 31 December 2023. |

Year to Date Performance – six months to 31 December 2023

Income Statement

12. The Income Statement provides a summary of the total income and total expenditure relating to Council's annual operations.
13. The Income Statement shows a YTD surplus of \$105.67 million for the 6 months to 31 December 2023, \$5.35 million favourable to the YTD adjusted budget.
14. This positive YTD variance is primarily due to Employee Costs and Materials and Services being less than expected, partially offset by less than expected revenue levels. Please refer to the Income Statement Notes in the attached for further detail.
15. The expected annual impact of these YTD movements has been considered as part of the Mid-Year Budget review. Additional details are provided as part of the forecast summary later in this report.

Statement of Capital Works

16. The Statement of Capital Works is Council's approved Capital works program, by Asset Category.
17. As at 31 December 2023, Council had spent \$41.90 million compared to the YTD budget of \$76.72 million. At the same stage last financial year total spend was \$24.71 million.

18. Actual spend to date represents 31% of the proposed annual forecast. Further information on the movements are detailed in the Forecast section and attachment to this report.

Balance Sheet

19. The Balance Sheet summarises the value of Assets (which Councils owns) and our Liabilities (what Council owes) and the difference between assets and liabilities (Net Assets or Equity) reflects Council's net worth.
20. Council's net worth as at 31 December 2023 is \$2.34 billion.

Cash Flow

21. The Cashflow Statement reflects actual results as at 31 December 2023. Council's Cash and Cash Equivalents were \$130.68 million, \$41.17 million favourable to the YTD adjusted budget. The variation from YTD budget is primarily due to:
- Cash outflows from investing activities (Capital Works) less than YTD by \$35.15 million.
 - Cash outflows from operations less than YTD by \$6.04 million.

Local Spend

22. For the 6 Months to 31 December 2023, 56% of Council's total expenditure with suppliers has been classified as Local. The comparable percentage of local spend last financial year to December 2022 was 59%.
23. The following list relates to the amount of spend with Council's top 10 local suppliers for the 6 Months to 31 December 2023.

| | Paid Amount |
|-----------|----------------------|
| \$ | 6,818,515.14 |
| \$ | 6,462,084.22 |
| \$ | 4,004,443.95 |
| \$ | 3,081,391.79 |
| \$ | 2,109,618.70 |
| \$ | 1,750,914.91 |
| \$ | 1,263,978.08 |
| \$ | 1,151,227.53 |
| \$ | 1,032,722.40 |
| \$ | 990,058.08 |
| \$ | 28,664,954.80 |

Investments

24. As at 31 December 2023, Council was holding \$97 million in investments, varying in interest rates from 4.85% to 5.21%.
25. \$52 million was invested with Fossil Fuel Free institutions at comparable interest rates. This represented 53.6% of the investment portfolio.

2023/24 Forecast (Mid Year Budget Review - MYBR)

26. The details for the proposed forecast changes are discussed below and provided in detail in the attached schedules. The following are the major permanent items to highlight:

- \$4.70 million increase in the Bridge Mall budget. \$23.3 million total project budget.
- \$4.54 million saving in employee costs. This has primarily resulted from the expected level of positions that are vacant during periods of recruitment.
- \$2.33 million saving from capping the cell at the landfill (capital) has been reallocated to cover the costs of removing street sweepings from the Gillies Street transfer station (operating).
- \$1.80 million saving from the construction of the Alfredton Community Hub.
- Additional Federal Assistance Grants funding of \$412 thousand has been included in the forecast on the assumption that 100% of the 2024/25 allocation will be received in 2023/24, as it was in 2022/23.

Income Statement

27. As detailed in the attached report and summarised below, the annual forecast operating surplus is proposed to increase by \$4.71 million to \$71.78 million.

| | \$'000 |
|---|---------------|
| Net Surplus - Forecast 30 September 2023 | 67,073 |
| Permanent Savings/Additional Revenue | 8,662 |
| Permanent Cost Increase/Lost Revenue | (7,293) |
| Timing - Savings/Additional Revenue | 11,942 |
| Timing – Sale of land deferred | (2,000) |
| Non-Monetary Contributions (Non Cash) | (7,104) |
| Transfers to capital projects | 502 |
| Net Surplus - Forecast (MYBR) 31 December 2023 | 71,782 |

28. Please refer to the Mid-Year Budget Review Summary for further detail.

Statement of Capital Works

29. As detailed in the attached report and summarised in the table below, the annual forecast capital expenditure has been reduced by \$27.55 million, to \$136.059 million.

| | \$'000 |
|---|----------------|
| Forecast – 30 September 2023 | 163,604 |
| Timing – Deferred to 2024/25 budget | (33,189) |
| Timing – Projects bought forward/funded | 3,773 |
| Permanent reduction/saving in Capital Works | (5,391) |
| Permanent increase in Capital Works | 6,760 |
| Transfers from operating projects | 502 |
| Forecast (MYBR) – 31 December 2023 | 136,059 |

30. \$33.189 million of this reduction relates to the timing of projects, in that they will not be completed by 30 June 2024 and have been deferred to be delivered in 2024/25 so will need to be requested for carryover.
31. The Capital Project Report provides financial detail of the capital works program, per project.
32. The Bridge Mall Redevelopment project has been the subject of larger than anticipated number of latent conditions primarily relating to contaminated soil and the discovery that the bridge over the Yarrowee will require replacement. The below table summarises the revised budget.

| Bridge Mall Redevelopment | \$'000 |
|--|---------------|
| Current Approved Budget | 18,600 |
| <u>Projected Variations</u> | |
| Bridge replacement (\$1 M) Subgrade rectification (\$1M) Other latent conditions (\$600K) Technical consultant fees to deal with poor subgrade, contaminated soil, archaeology, bridge investigation, redundant services/pits/structures (\$500k) Authority works and other minor project costs (\$500k) | 3,600 |
| Additional 10% Contingency (on approx. \$10 million construction value to complete project) -- initial contingency exhausted on latent conditions and higher than projected soil removal costs | 1,100 |
| Revised Project Budget | 23,300 |

33. This revised forecast constitutes a 25.3% increase in project costs. The Procurement Policy states that any variance greater than twenty percent (20%) requires written advice of the variance to the initial approver, in this case Council. This requirement is acquitted through this report to Council
34. In addition, there was a total of \$7.10 million of Works in Kind (non-cash) removed from the 2023/24 forecast. This is a non-cash adjustment between revenue and assets. \$775 thousand of this was a permanent reduction, with the balance being transferred to future years.

Cash Flow

35. The above forecast adjustments to the income statement and capital works will result in a forecast cash balance of \$91.30 million as at 30 June 2024, an increase of \$39.36 million from the previous forecast. However, this forecast increase is considered a timing variance at this stage.

36. Per the tables above, the following are considered permanent cash variances, with a zero net impact.

| Permanent Cash Impact | \$'000 |
|------------------------------------|---------------|
| Operating Favourable | 8,662 |
| Operating Unfavourable | (7,293) |
| Capital Favourable | 5,391 |
| Capital Unfavourable | (6,760) |
| Total Permanent Cash Impact | 0 |

37. Council's accumulated surplus currently includes \$1.15 million of unallocated savings from 2022/23. This is being held to support partial repayment of the \$23.1 million interest only loan than matures in 2025/26.

| Unallocated Savings | \$'000 |
|--|---------------|
| Unallocated Savings Year Ending 30 June 2023 | 1,960 |
| Forecast shortfall – 30 September 2023 | (813) |
| Total Unallocated savings at 31 December 2023 | 1,147 |

Chief Executive Statement

38. 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 2023/24 will not be required by City of Ballarat.

Annual Action Plan 2023-2024 Q2 update

39. The second quarterly update of Annual Action Plan actions has been completed. Per the attached report:
- a. 11 actions are behind schedule
 - b. 26 actions are being monitored
 - c. 108 actions are on track or completed
 - d. 24 actions are ongoing

OFFICER RECOMMENDATION**40. That Council:**

- 40.1 Receive the Quarterly Financial Management Report – Period Ending 31 December 2023 and note the financial matters contained within the report.**
- 40.2 Note the variance in the Bridge Mall project costs.**
- 40.3 Endorse the 2023-24 Mid-Year Budget Review adjustments.**
- 40.4 Receive the Performance Statement Report – Period Ending 31 December 2023.**
- 40.5 Receive the Council Plan 2021-2025 – Annual Action Plan 2023/24 Quarter 2 Progress Report.**
- 40.6 Receive the Ballarat City Council Metrics - December 2023 report.**

ATTACHMENTS

- 1. Governance Review [9.7.1 - 2 pages]
- 2. Financial Management Report - 31 December 2023 [9.7.2 - 8 pages]
- 3. Mid Year Budget Review Summary 2023-24 [9.7.3 - 4 pages]
- 4. Performance Statement Report - December 2023 [9.7.4 - 16 pages]
- 5. City of Ballarat Council Metrics December 2023 [9.7.5 - 12 pages]
- 6. Council Plan Q 2 Annual Plan Update - December 2023 _66 pp [9.7.6 - 66 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The contents of the Quarterly Performance Report provide the community with an update on how Council is progressing with the implementation of the adopted Council Plan.

COMMUNITY IMPACT

2. The inclusion of the Quarterly Performance Report in the Council agenda and the availability to the community, increases awareness of the Councils financial position and provides transparency in its financial and non-financial performance.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

5. The Quarterly Finance Report reports on the Council's ongoing financial viability as at the date of the report 31 December 2023, and its performance against the Council budget for 2023/24.

LEGAL AND RISK CONSIDERATIONS

6. There are no legal and risk implications identified for the subject of the report.
7. The contents of the Quarterly Performance Report support compliance with the Local Government Act 2020.

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.

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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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**Quarterly Financial Management Report
Period Ending 31 December 2023**

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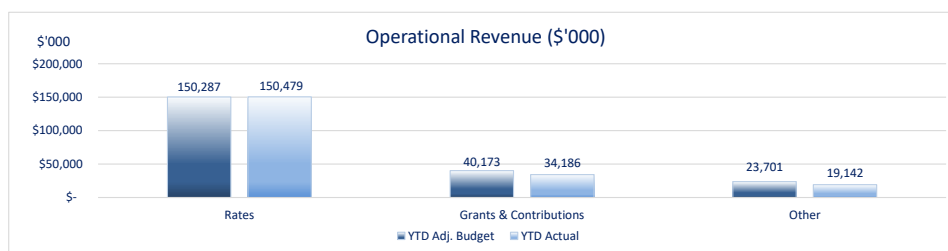
Summary of Financial Results - City of Ballarat Period Ending 31 December 2023

The Income Statement shows a surplus of \$105.7m for the 6 months to 31 December 2023, \$5.3m favourable to the year to date (YTD) adjusted budget.

Following the Mid-Year Budget Review (MYBR) proposed annual forecast figures have been updated, the net result for the financial year is forecast to increase favourably by \$4.7m to \$71.8m, compared to the previous forecast of \$67.1m. Total revenue was increased by \$863k driven by grant funding expected and partially offset by a reduction in Non-Monetary Contributions. Employee expenses were reduced by \$4.5m to recognise savings from vacancies and position planning for the remainder of the financial year. Materials and services includes a \$2.3m cost of moving street sweepings from the Gillies Street transfer station and net savings of \$1.68m for the year were identified. A detailed breakdown including information on permanent and timing variances is provided on the MYBR summary report.

Capital expenditure for the 6 months to 31 December 2023 totals \$41.9m, this represents 31% of the proposed total forecast capital works budget which after the MYBR is now \$136m. At the same stage in 2022/23 total spend was \$24.7m.

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.

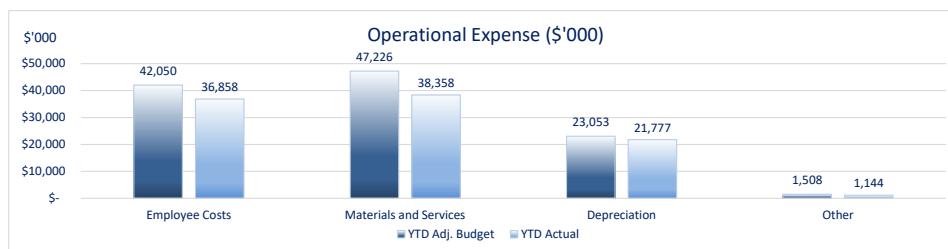


Key Budget Variances:

Rates - Revenue is consistent with the current forecast.

Grants and Contributions - Updated forecast in line with current known funding and agreements. A favourable YTD variance overall with an increase in monetary contributions related to receipt of various developer contribution levies, being largely offset by lower Federal Assistance Grants due to the early receipt of 2023/24 funding in June 2023.

Other - Unfavourable primarily due to timing relating to waste service fees and non monetary developer contributions.

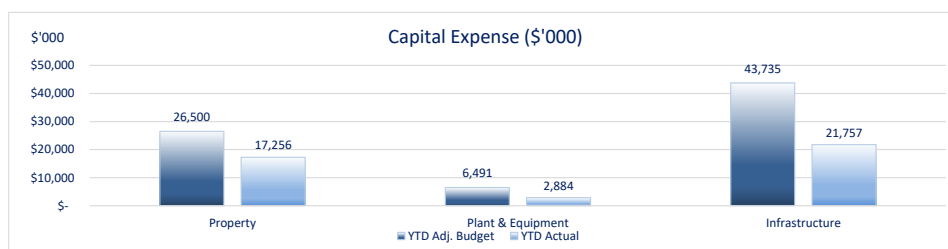


Key Budget Variances:

Employee Costs – Below YTD Budget due to ongoing vacant positions, the latest forecast indicates a permanent saving of \$3.6m for the financial year.

Materials and Services – Favourable to budget primarily due to the timing of service delivery, proposed forecast changes have resulted in a net increase of \$651k overall.

Depreciation – Favourable due to assumptions made around timing of expenditure and the recent asset revaluation.



Key Budget Variances:

The variance between YTD Budget and YTD Actual is primarily due to the timing of the Capital Works program.

The forecast figures are reflective of the proposed changes highlighted as part of the Mid-Year Budget Review (MYBR). As a result the capital program has been reduced to \$136m.

The Capital Works statement is showing total spend to 31 December of \$41.9m, this is 31% of the annual forecasted capital works budget.

Significant project underspends compared to YTD adjusted budget include;

- Major Community Infrastructure \$5.9m
- Plant/Fleet Replacement Program \$3.2m
- Drainage Scheme for Developments \$3.2m
- Ballarat Regional Landfill \$2.7m (cell capping)
- Major Infrastructure Renewal \$2.6m
- Facilities Upgrades \$1.5m

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Income Statement - City of Ballarat

Period Ending 31 December 2023

| | Year to Date (YTD) | | | 50.0% YTD Act. v Annual F'cast (B/G) % | Annual | | | Variance v Sep 2023 Forecast (G-F) \$'000 | Notes |
|---|------------------------------|------------------|-----------------------------|---|-----------------------------|----------------------|----------------------------|---|-------|
| | (A) | (B) | (C) | | (E) | (F) | (G) | | |
| | Adjusted Budget \$'000 | Actual \$'000 | Variance (B-A) \$'000 | | Adopted Budget \$'000 | Forecast Sep 2023 | Forecast MYBR \$'000 | | |
| Income | | | | | | | | | |
| Rates and charges | 150,287 | 150,479 | 192 | 99% | 151,627 | 151,627 | 151,627 | 0 | |
| Statutory fees and fines | 3,290 | 2,973 | (317) | 38% | 8,263 | 8,263 | 7,732 | (531) | 1 |
| User Fees | 10,084 | 9,149 | (935) | 43% | 22,647 | 22,647 | 21,464 | (1,183) | 2 |
| Grants Capital | 18,066 | 17,007 | (1,059) | 57% | 11,866 | 22,873 | 29,990 | 7,117 | 3 |
| Grants Operating | 17,387 | 9,584 | (7,803) | 29% | 26,412 | 32,299 | 33,587 | 1,288 | 4 |
| Contributions Monetary | 4,720 | 7,595 | 2,875 | 64% | 8,531 | 8,852 | 11,897 | 3,045 | 5 |
| Contributions Non Monetary | 5,340 | 1,929 | (3,411) | 7% | 35,680 | 35,680 | 28,576 | (7,104) | 6 |
| Net Gain/(Loss) on disposal of property, infrastructure, plant and equipment | 100 | 314 | 214 | 11% | 4,800 | 4,800 | 2,800 | (2,000) | 7 |
| Other Income | 4,887 | 4,777 | (110) | 53% | 8,721 | 8,721 | 8,952 | 231 | |
| Total Income | 214,161 | 203,807 | (10,354) | 69% | 278,547 | 295,762 | 296,625 | 863 | |
| Expenses | | | | | | | | | |
| Employee Costs | 42,050 | 36,858 | 5,192 | 45% | 85,210 | 86,616 | 82,074 | 4,542 | 8 |
| Materials and services | 47,226 | 38,358 | 8,868 | 41% | 85,778 | 92,802 | 93,453 | (651) | 9 |
| Depreciation and amortisation | 23,053 | 21,777 | 1,276 | 47% | 46,106 | 46,106 | 46,106 | 0 | |
| Amortisation - Right of Use | 329 | 0 | 329 | 0% | 657 | 657 | 657 | 0 | |
| Bad and doubtful debts | 274 | 291 | (17) | 44% | 600 | 600 | 660 | (60) | |
| Borrowing Costs | 578 | 594 | (16) | 51% | 1,155 | 1,155 | 1,155 | 0 | |
| Finance Costs | 17 | 0 | 17 | 0% | 34 | 34 | 34 | 0 | |
| Other expenses | 310 | 259 | 51 | 37% | 719 | 719 | 704 | 15 | |
| Total Expenses | 113,837 | 98,137 | 15,700 | 44% | 220,259 | 228,689 | 224,843 | 3,846 | |
| Net Surplus | 100,324 | 105,670 | 5,346 | 147% | 58,288 | 67,073 | 71,782 | 4,709 | |

Notes:

- Statutory Fees & Fines - Town Planning Permits are \$605k below YTD budget, this has been recognised as a permanent variance with a forecast reduction of \$531k for the year. This reduction is likely a reflection of the down turn in the economy. Less applications are being received and the bulk of applications are not major projects, which incur higher statutory fees.
- User Fees - Unfavourable YTD variance to adjusted budget primarily due to revenues relating to waste service fees for landfill operations, with a large customer not utilising this services resulting in a \$1.1m YTD permanent variance which has been reflected in the forecast figures. Based on reduced volumes the EPA levy costs will be reduced by a similar amount both of which have been updated in the forecast figures for materials and services.
- Operating Grants - Unfavourable variance to adjusted budget considered to be timing, mostly related to the early receipt of 100% the 2023/24 Federal Assistance Grants in June 2023. The 23/24 annual forecast assumes all 24/25 FAG's funding is received in advance which has resulted in a \$2m increase from the original budget.
- Capital Grants - The YTD figure being below budget is considered a timing variance, in the forecast expected grants for the year increased by \$7.1m. The increase was driven by Bicycle Strategy funding expected of \$3.1m for completed projects and \$3.6m for Federal roads funding programs now completed with expenditure incurred in previous financial years.
- Contributions Monetary - Favourable variance to adjusted budget due to receipt of various developer contribution levies which are \$3.1m favourable to YTD budget for these contributions.
- Contributions Non Monetary - Unfavourable YTD variance considered to be a timing variance, this relates to the timing of subdivision activity and does not represent a permanent favourable variance.
- Disposal of PPE - The forecast adjustment of a \$2m reduction is due to a parcel of land budgeted to settle this financial year which will now be in 2024/25 so is a timing variance.
- Employee Costs - Favourable YTD variance primarily due to vacant positions. Permanent cost savings of \$3.6m have been recognised in the Mid-Year Budget Review (MYBR) forecast.
- Materials and Services - Favourable YTD variances are primarily considered timing for contractor invoicing and works delivery. The MYBR identified an overall increase in the area \$1.3m this financial year, primarily due to \$2.3m of costs required to remove contaminated soil at the Transfer Station site, however this has a net zero cash effect as it is being funded from budget previously assigned to landfill capital works. Significant items to be reduced include EPA levy with permanent saving of \$1.35m anticipated, an itemised of major changes are highlighted on the MYBR summary report.

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Balance Sheet - City of Ballarat

As at 31 December 2023

| | (A) Year to Date Actual | Annual | | | (E) Variance v Sep 2023 Forecast (D-C) | Notes |
|--|-------------------------------|--------------------------|-----------------------------|-------------------------|--|-------|
| | | (B) Adopted Budget | (C) Forecast Sep 2023 | (D) Forecast MYBR | | |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | |
| Assets | | | | | | |
| Current Assets | | | | | | |
| Cash and cash equivalents | 130,682 | 49,897 | 51,940 | 91,298 | 39,358 | 1 |
| Trade and other receivables | 6,417 | 15,097 | 15,097 | 15,097 | 0 | |
| Rates Receivables | 96,538 | 5,500 | 5,500 | 5,500 | 0 | 2 |
| Fire Services Levy | 8,441 | 0 | 0 | 0 | 0 | |
| Other Financial Assets | 2 | 2 | 0 | 0 | 0 | |
| Inventories | 735 | 435 | 435 | 435 | 0 | |
| Non-Current Assets Classified as Held for Sale | 0 | 0 | 0 | 0 | 0 | |
| Other assets | 1,006 | 1,742 | 1,742 | 1,742 | 0 | |
| Total Current Assets | 243,821 | 72,673 | 74,714 | 114,072 | 39,358 | |
| Non-Current Assets | | | | | | |
| Investments in associates, joint ventures and subsidiaries | 0 | 0 | 0 | 0 | 0 | |
| Property, infrastructure, plant and equipment | 2,132,666 | 2,414,399 | 2,300,492 | 2,265,843 | (34,649) | |
| Investment Properties | 15,610 | 0 | 15,610 | 15,610 | 0 | |
| Right of Use Asset | 697 | 438 | 438 | 438 | 0 | |
| Intangible Assets | 0 | 2,387 | 2,387 | 2,387 | 0 | |
| Works in Progress Expense - Current Year | 43,826 | 0 | 0 | 0 | 0 | 3 |
| Total Non-Current Assets | 2,192,799 | 2,417,224 | 2,318,927 | 2,284,278 | (34,649) | |
| Total Assets | 2,436,620 | 2,489,897 | 2,393,641 | 2,398,350 | 4,709 | |
| Liabilities | | | | | | |
| Current Liabilities | | | | | | |
| Trade and other payables | 3,263 | 14,761 | 10,413 | 10,413 | 0 | |
| Fire Services Levy | 16,713 | 0 | 0 | 0 | 0 | |
| Trust funds and deposits | 10,033 | 14,138 | 14,138 | 14,138 | 0 | |
| Provisions | 14,880 | 13,968 | 22,691 | 22,691 | 0 | |
| Interest-bearing loans and borrowings | 930 | 1,266 | 1,266 | 1,266 | 0 | |
| Lease Liabilities | 420 | 470 | 470 | 470 | 0 | |
| Unearned Income | 0 | 0 | 0 | 0 | 0 | |
| Other Current Liabilities | 0 | 0 | 0 | 0 | 0 | |
| Total Current Liabilities | 46,239 | 44,603 | 48,978 | 48,978 | - | |
| Non-Current Liabilities | | | | | | |
| Provisions | 25,538 | 24,458 | 20,015 | 20,015 | 0 | |
| Interest-bearing loans and borrowings | 27,995 | 26,728 | 26,728 | 26,728 | 0 | |
| Lease Liabilities | 332 | 0 | 0 | 0 | 0 | |
| Other Non-Current Liabilities | 0 | 0 | 0 | 0 | 0 | |
| Total Non-Current Liabilities | 53,865 | 51,186 | 46,743 | 46,743 | 0 | |
| Total Liabilities | 100,104 | 95,789 | 95,721 | 95,721 | 0 | |
| Net Assets | 2,336,516 | 2,394,108 | 2,297,920 | 2,302,629 | 4,709 | |
| Equity | | | | | | |
| Accumulated surplus | 1,415,455 | 1,431,612 | 1,428,084 | 1,428,084 | 0 | |
| Reserves | 815,392 | 904,208 | 802,763 | 802,763 | 0 | 4 |
| YTD Surplus/(Deficit) | 105,670 | 58,288 | 67,073 | 71,782 | 4,709 | |
| Total Equity | 2,336,517 | 2,394,108 | 2,297,920 | 2,302,629 | 4,709 | |

Notes:

- Cash balance remains high due to the large capital works program to be delivered. This will diminish as the program is delivered.
- Rates Receivable and Fire Service Levy balances are high due to rates being raised in full in July. This will reduce as instalment and payment in full dates pass.
- Works In Progress represents new asset construction/purchase yet to be completed. It is assumed this is all completed and capitalised by 30 June 2024.
- Reserves have decreased compared to the adopted budget primarily due to the reduction in the Asset Revaluation Reserve at 30 June 2023.

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Cash Flow Statement - City Of Ballarat

Period Ending 31 December 2023

| | Year to Date (YTD) | | | Annual | | | Variance v Sep 2023 Forecast (G-F) \$'000 | Notes |
|---|------------------------------|------------------|-----------------------------|-----------------------------|--------------------------------|----------------------------|---|-------|
| | (A) | (B) | (C) | (E) | (F) | (G) | | |
| | Adjusted Budget \$'000 | Actual \$'000 | Variance (B-A) \$'000 | Adopted Budget \$'000 | Forecast Sep 2023 \$'000 | Forecast MYBR \$'000 | | |
| Cash flows from operating activities | | | | | | | | |
| Rates and charges | 59,909 | 60,736 | 827 | 145,526 | 145,526 | 145,526 | 0 | 1 |
| Statutory fees and fines | 3,562 | 2,943 | (619) | 8,723 | 8,723 | 8,192 | (531) | |
| User Fees | 11,954 | 10,455 | (1,499) | 23,907 | 23,907 | 22,724 | (1,183) | |
| Grants Operating | 16,973 | 8,386 | (8,587) | 25,346 | 26,960 | 28,248 | 1,288 | 2 |
| Grants Capital | 5,694 | 6,629 | 936 | 11,387 | 11,387 | 18,504 | 7,117 | |
| Contributions Monetary | 4,266 | 7,273 | 3,008 | 8,531 | 8,531 | 11,576 | 3,045 | 3 |
| Interest received | 3,375 | 3,400 | 25 | 6,750 | 6,750 | 7,000 | 250 | |
| Net GST Payment/Refund | 791 | 499 | (292) | 14,401 | 11,701 | 11,701 | 0 | |
| Other receipts | 1,466 | 1,377 | (89) | 2,931 | 2,931 | 2,912 | (19) | |
| Trust funds | (2,110) | (2,183) | (73) | 0 | 0 | 0 | 0 | |
| Fire Services Levy | 2,631 | 4,379 | 1,748 | 0 | 0 | 0 | 0 | |
| Employee Costs | (41,260) | (36,910) | 4,350 | (82,520) | (83,926) | (79,384) | 4,542 | 4 |
| Materials and Services | (55,988) | (49,808) | 6,180 | (91,376) | (103,976) | (104,627) | (651) | 5 |
| Other payments | (383) | (259) | 124 | (766) | (766) | (811) | (45) | |
| Net cash provided by (used in) operating activities | 10,878 | 16,917 | 6,040 | 72,840 | 57,749 | 71,562 | 13,813 | |
| Cash flows from investing activities | | | | | | | | |
| Payments for property, infrastructure, plant and equipment | (82,306) | (47,469) | 34,837 | (141,794) | (170,246) | (142,701) | 27,545 | 6 |
| Proceeds from sale of property, infrastructure, plant and equipment | 0 | 316 | 316 | 5,720 | 5,720 | 3,720 | (2,000) | |
| Net cash provided by (used in) investing activities | (82,306) | (47,153) | 35,153 | (136,074) | (164,526) | (138,981) | 25,545 | |
| Cash flows from financing activities | | | | | | | | |
| Finance costs | (578) | (602) | (24) | (1,155) | (1,155) | (1,155) | 0 | |
| Proceeds from interest bearing loans and borrowings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Repayment of interest bearing loans and borrowings | (2,123) | (2,123) | 0 | (3,053) | (3,053) | (3,053) | 0 | |
| Interest paid - lease liability | 0 | 0 | 0 | (34) | (34) | (34) | 0 | |
| Repayment of lease liabilities | 0 | 0 | 0 | (683) | (683) | (683) | 0 | |
| Net cash provided by (used in) financing activities | (2,701) | (2,725) | (24) | (4,925) | (4,925) | (4,925) | 0 | |
| Net increase/(decrease) in cash and cash equivalents | (74,130) | (32,960) | 41,169 | (68,159) | (111,702) | (72,344) | 39,358 | |
| Cash and cash equivalents at the beginning of the period | 163,644 | 163,642 | (2) | 118,056 | 163,642 | 163,642 | 0 | |
| Cash and cash equivalents at the end of the period | 89,515 | 130,682 | 41,167 | 49,897 | 51,940 | 91,298 | 39,358 | |

Notes:

1. Rates collected YTD are favourable which is considered a timing difference relating to the budget assumptions made on residents paying rates by instalments.
2. Grants Operating are unfavourable YTD primarily due to 2022/23 Federal Assistance Grants being received in June 2023. 2023/24 proposed annual forecast assumes 100% of 2024/25 FAG's funding is also received in advance, in June 2024.
3. Contributions Monetary primarily relates to timing of the receipt of various developer contribution levies (\$3.1m).
4. Employee costs are favourable which is reflective of the YTD savings due to vacant positions.
5. Materials and Services payments are below budget YTD, primarily due to the timing of invoicing and creditor payments.
6. Cash flows from investing activities are tracking well below budget due to the level of capital works that have been delivered YTD.

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Statement of Capital Works - City of Ballarat Period Ending 31 December 2023

| | Year to Date (YTD) | | | | Annual | | | |
|--|-------------------------------------|-------------------------|---------------------------|---|-------------------------------------|---------------------------------------|-----------------------------------|---|
| | (A) Adjusted Budget \$'000 | (B) Actual \$'000 | (C) Variance \$'000 | (D) YTD Act. v Annual F'cast (B/G) % | (E) Adjusted Budget \$'000 | (F) Forecast Sep 2023 \$'000 | (G) Forecast MYBR \$'000 | Variance v Sep 2023 Forecast (G-F) \$'000 |
| Property | | | | | | | | |
| Land | 140 | 0 | 140 | 0% | 5,530 | 5,530 | 5,530 | 0 |
| Land improvements | 265 | 32 | 233 | 10% | 330 | 330 | 330 | 0 |
| Total land | 405 | 32 | 373 | 1% | 5,860 | 5,860 | 5,860 | 0 |
| Buildings | | | | | | | | |
| Buildings | 16,693 | 9,869 | 6,824 | 57% | 27,999 | 27,999 | 17,189 | 10,810 |
| Heritage buildings | 6,402 | 6,347 | 55 | 43% | 12,184 | 14,611 | 14,611 | 0 |
| Building improvements | 3,000 | 1,008 | 1,992 | 21% | 6,342 | 6,342 | 4,744 | 1,598 |
| Total buildings | 26,095 | 17,224 | 8,871 | 47% | 46,525 | 48,952 | 36,544 | 12,408 |
| Total property | 26,500 | 17,256 | 9,244 | 41% | 52,385 | 54,812 | 42,404 | 12,408 |
| Plant and equipment | | | | | | | | |
| Artworks | 25 | 0 | 25 | 0% | 50 | 50 | 50 | 0 |
| Plant, machinery and equipment | 5,407 | 2,046 | 3,361 | 31% | 9,895 | 9,895 | 6,695 | 3,200 |
| Fixtures, fittings and furniture | 222 | 81 | 141 | 21% | 367 | 367 | 381 | (14) |
| Computers and telecommunications | 710 | 530 | 180 | 23% | 2,044 | 2,044 | 2,344 | (300) |
| Library books | 127 | 227 | (100) | 53% | 428 | 428 | 428 | 0 |
| Total plant and equipment | 6,491 | 2,884 | 3,607 | 29% | 12,784 | 12,784 | 9,898 | 2,886 |
| Infrastructure | | | | | | | | |
| Roads | 22,833 | 13,017 | 9,816 | 29% | 41,373 | 41,373 | 44,160 | (2,787) |
| Bridges | 175 | 186 | (11) | 35% | 532 | 532 | 532 | 0 |
| Footpaths and cycleways | 463 | 686 | (223) | 62% | 1,100 | 1,100 | 1,100 | 0 |
| Drainage | 4,281 | 874 | 3,407 | 17% | 13,177 | 13,177 | 5,279 | 7,898 |
| Recreational, leisure and community facilities | 6,950 | 3,999 | 2,951 | 28% | 14,774 | 14,774 | 14,392 | 382 |
| Waste management | 3,464 | 350 | 3,114 | 8% | 11,489 | 11,489 | 4,661 | 6,828 |
| Parks, open space and streetscapes | 4,508 | 2,065 | 2,443 | 18% | 10,713 | 11,013 | 11,483 | (470) |
| Aerodromes | 886 | 264 | 622 | 14% | 2,249 | 2,249 | 1,849 | 400 |
| Off street car parks | 175 | 316 | (141) | 105% | 301 | 301 | 301 | 0 |
| Total infrastructure | 43,735 | 21,757 | 21,978 | 26% | 95,708 | 96,008 | 83,757 | 12,251 |
| Total capital works expenditure | 76,726 | 41,897 | 34,829 | 31% | 160,877 | 163,604 | 136,059 | 27,544 |
| Represented by: | | | | | | | | |
| New asset expenditure | 35,913 | 19,250 | 16,663 | 32% | 84,334 | 84,334 | 60,255 | 24,079 |
| Asset renewal expenditure | 24,073 | 9,481 | 14,592 | 21% | 47,749 | 48,049 | 44,738 | 3,311 |
| Asset expansion expenditure | 0 | 0 | 0 | #DIV/0! | 0 | 0 | 0 | 0 |
| Asset upgrade expenditure | 16,740 | 13,166 | 3,574 | 42% | 28,794 | 31,221 | 31,066 | 155 |
| Total capital works expenditure | 76,726 | 41,897 | 34,829 | 31% | 160,877 | 163,604 | 136,059 | 27,544 |

Key Budget Variances:

The variance between YTD Budget and YTD Actual is primarily due to the timing of the Capital Works program.

The forecast figures are reflective of the proposed changes highlighted as part of the Mid-Year Budget Review (MYBR). As a result the capital program has been reduced to \$136m.

The Capital Works statement is showing total spend to 31 December of \$41.9m, this is 31% of the annual forecasted capital works budget.

Significant project underspends compared to YTD adjusted budget include;

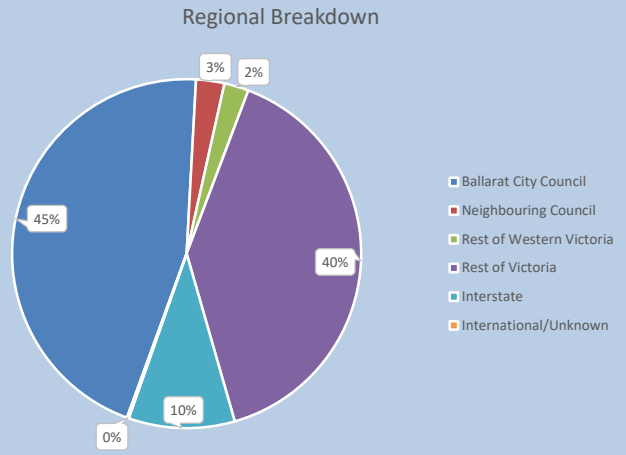
- Major Community Infrastructure \$5.9m
- Plant/Fleet Replacement Program \$3.2m
- Drainage Scheme for Developments \$3.2m
- Ballarat Regional Landfill \$2.7m (cell capping)
- Major Infrastructure Renewal \$2.6m
- Facilities Upgrades \$1.5m

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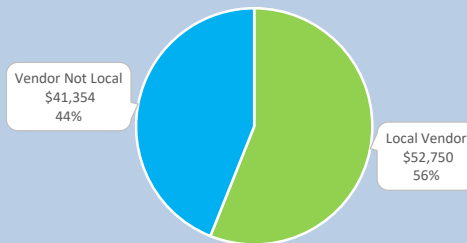
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Local Spend Summary - City Of Ballarat
 Period Ending 31 December 2023

| Local Vendor Breakdown | Regional Breakdown | Paid Amount \$'000 |
|------------------------|--------------------------|--------------------|
| Local Vendor | Ballarat City Council | 42,611 |
| Local Vendor | Neighbouring Council | 2,469 |
| Local Vendor | Rest of Western Victoria | 760 |
| Local Vendor | Rest of Victoria | 3,615 |
| Local Vendor | NSW | 2,169 |
| Local Vendor | SA | - |
| Local Vendor | QLD | 1,059 |
| Local Vendor | ACT | - |
| Local Vendor | TAS | 54 |
| Local Vendor | NT | - |
| Local Vendor | WA | 3 |
| Local Vendor | International/Unknown | 10 |
| Vendor Not Local | Ballarat City Council | 21 |
| Vendor Not Local | Neighbouring Council | 2 |
| Vendor Not Local | Rest of Western Victoria | 1,374 |
| Vendor Not Local | Rest of Victoria | 33,836 |
| Vendor Not Local | NSW | 3,480 |
| Vendor Not Local | SA | 430 |
| Vendor Not Local | QLD | 1,125 |
| Vendor Not Local | ACT | 30 |
| Vendor Not Local | TAS | 221 |
| Vendor Not Local | NT | - |
| Vendor Not Local | WA | 685 |
| Vendor Not Local | International/Unknown | 148 |



Local Vendor Breakdown



Notes:

- 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 2023

| Institution | Percentage of Total investments | Investment Type | Investment Amount | Interest Rate | Commencement Date | Maturity Date |
|----------------------------|---------------------------------|-----------------|-------------------|---------------|-------------------|---------------|
| Bank of Queensland | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.20% | 23/11/2023 | 20/03/2024 |
| Bank of Queensland | 4.12% | Term Deposit | \$ 4,000,000.00 | 5.20% | 6/12/2023 | 27/03/2024 |
| Bank Vic - Laminar Capital | 3.09% | Term Deposit | \$ 3,000,000.00 | 5.20% | 23/11/2023 | 20/03/2024 |
| Bank Vic - Laminar Capital | 2.06% | Term Deposit | \$ 2,000,000.00 | 5.21% | 29/11/2023 | 27/03/2024 |
| Bank Vic - Laminar Capital | 2.06% | Term Deposit | \$ 2,000,000.00 | 5.21% | 6/12/2023 | 10/04/2024 |
| Commonwealth Bank | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.10% | 8/11/2023 | 6/03/2024 |
| Commonwealth Bank | 3.09% | Term Deposit | \$ 3,000,000.00 | 5.11% | 8/11/2023 | 13/03/2024 |
| IMB | 3.09% | Term Deposit | \$ 3,000,000.00 | 4.95% | 30/08/2023 | 3/01/2024 |
| IMB | 3.09% | Term Deposit | \$ 3,000,000.00 | 4.85% | 6/09/2023 | 3/01/2024 |
| IMB | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.10% | 6/12/2023 | 3/04/2024 |
| National Australia Bank | 6.19% | Term Deposit | \$ 6,000,000.00 | 4.90% | 13/09/2023 | 10/01/2024 |
| National Australia Bank | 6.19% | Term Deposit | \$ 6,000,000.00 | 4.96% | 28/09/2023 | 24/01/2024 |
| National Australia Bank | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.09% | 8/11/2023 | 28/02/2024 |
| National Australia Bank | 4.12% | Term Deposit | \$ 4,000,000.00 | 5.06% | 3/01/2024 | 10/04/2024 |
| National Australia Bank | 4.12% | Term Deposit | \$ 4,000,000.00 | 5.07% | 3/01/2024 | 17/04/2024 |
| Suncorp | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.02% | 20/09/2023 | 17/01/2024 |
| Suncorp | 6.19% | Term Deposit | \$ 6,000,000.00 | 4.94% | 28/09/2023 | 31/01/2024 |
| Suncorp | 3.09% | Term Deposit | \$ 3,000,000.00 | 4.96% | 28/09/2023 | 7/02/2024 |
| Suncorp | 3.09% | Term Deposit | \$ 3,000,000.00 | 4.97% | 11/10/2023 | 7/02/2024 |
| Suncorp | 6.19% | Term Deposit | \$ 6,000,000.00 | 4.98% | 11/10/2023 | 14/02/2024 |
| Suncorp | 6.19% | Term Deposit | \$ 6,000,000.00 | 5.00% | 11/10/2023 | 21/02/2024 |
| Suncorp | 3.09% | Term Deposit | \$ 3,000,000.00 | 5.12% | 15/11/2023 | 13/03/2024 |
| | | | | | | |
| | | | | | | |

Total Investments \$ 97,000,000.00

Total % of Non Fossil Fuel Lending Institutions **53.6%**

Notes:

To manage risk, all funds are invested to meet the requirements within Council investment procedure and to enable Council's treasury function to be managed efficiently. Eg. Diversity, appropriately rated institutions.

In implementing Council's resolution to divest from institutions supporting fossil fuel investment, a number of new investment have been made with Bendigo & Adelaide Bank, Bank Vic, Suncorp and IMB. These investments represent 53.6% of total funds invested at 31 December 2023 and have been invested at rates that are considered comparable to other institutions.

There continues to be a significant increase in investment rates that Council has been able to take advantage of, given the RBA movements.

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2023

| Comprehensive Income Statement | | | |
|--|------|-----------|------------------|
| | | \$'000 | \$'000 |
| Net Surplus - Forecast 30 September 2023 | | | \$ 67,073 |
| Additional Income / Expense Savings - Permanent | | | |
| Additional Federal Assistance Grant Income | (1) | \$412 | |
| Employee Expenses cost savings | (2) | \$3,567 | |
| Learmonth Rd Cycle Path Grants - Unbudgeted | (3) | \$945 | |
| EPA Levy (offset in waste income reduction) | (4) | \$1,350 | |
| Lake Burrumbeet Boat Ramp Upgrade Grants - Unbudgeted | (5) | \$300 | |
| Waste savings (leachate, contractors) | (6) | \$677 | |
| Interest Revenue | (21) | \$250 | |
| Creswick Rd Carpark rental expense (Lease ceased) | (7) | \$220 | |
| Other Minor savings <\$150k | | \$941 | |
| | | | <u>\$8,662</u> |
| Additional Income / Expense Savings - Timing | | | |
| DCP cash contributions | (8) | \$3,000 | |
| Road Funding LRCI/Blackspot | (9) | \$3,582 | |
| Bicycle Strategy Project Grants - Unbudgeted | (3) | \$2,169 | |
| Children Services expenditure to be delivered in 24/25 | (10) | \$1,026 | |
| Ageing Well Employee Cost (funding to be repaid 24/25) | (11) | \$851 | |
| Business Improvement Projects deferred to future years | (12) | \$590 | |
| Early Investigations - Law Courts Park to be completed in 24/25 | (12) | \$190 | |
| Strategic Planning Projects deferred | (12) | \$315 | |
| Gun Club site cleanup to be completed in 24/25 | (12) | \$194 | |
| Other Minor savings <\$150k | | \$25 | |
| | | | <u>\$11,942</u> |
| Additional Expenses / Income Reduction - Permanent | | | |
| Transfer Station - street sweepings disposal (funded from capital) | (13) | (\$2,328) | |
| Town Planning Permit income reduction | (14) | (\$531) | |
| Landfill Gate Fees income reduction | (4) | (\$1,295) | |
| Soil disposal from Ring Road reserve | (15) | (\$600) | |
| Landfill operating cost increases | (16) | (\$729) | |
| Engineering contractors | (17) | (\$180) | |
| Other Minor costs <\$150k | | (\$1,630) | |
| | | | <u>(\$7,293)</u> |
| Additional Expenses / Income Reduction - Timing | | | |
| Sale of Land (deferred) | (18) | (\$2,000) | |
| DCP Contributions (non cash) | (19) | (\$7,104) | |
| | | | <u>(\$9,104)</u> |
| Transfers between Capital & Operating projects | (20) | | \$502 |
| Annual Forecast Surplus | | | \$71,782 |

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2023

Notes:

- (1) Increase allocation in 2023/24, but also assumes 100% of 2024/25 funding will be received in advance in June 2024, which occurred in 2023.
- (2) Predominately relates to savings in employee costs due to vacant positions.
- (3) Bicycle Strategy funding expected from Black Spot Funding and Rural Roads Victoria for completed projects based on agreement currently being finalised.
- (4) Reduction in waste going to landfill, primarily due to a large customer using an alternate landfill, which has the effect of reducing both costs and revenue.
- (5) New funding agreement signed this financial year, has corresponding capital expenditure.
- (6) Operating savings for waste services from budgeted assumptions, savings reallocated to other expense overruns within this work area (16).
- (7) Lease agreement for carpark not renewed.
- (8) Increased DCP revenue is due to the timing of development and largely offsets the shortfall to budget in 2022/23.
- (9) Timing of receipt of Federal roads funding programs now completed so expenditure incurred in previous financial years.
- (10) This relates to carry over funding for Safe Haven and Sleep & Settle programs that will not be utilised until 2024/25.
- (11) This expense was carried over from unspent grant funding in 2022/23. However, it will not be expended in 2023/24 and expected to be repaid in July 2024.
- (12) These projects will be rebudgeted for in 2024/25.
- (13) Removal of street sweepings from Transfer Station site, budget reallocated from Landfill capital expenditure.
- (14) Town Planning Permit revenue down against budgeted assumptions. This reduction is likely a reflection of the down turn in the economy. Less applications are being received and the bulk of applications are not major projects, which incur higher statutory fees.
- (15) Removal of contaminated soil from Ring Road Reserve.
- (16) Higher costs for operating Landfill site.
- (17) Event and services costs not anticipated at the time the 2023/24 budget was adopted.
- (18) Expected land sale will not settle before 30 June 2024, will be budget for in 2024/25.
- (19) Timing of non cash income related to development activity.
- (20) Minor operating budget reallocated to capital projects.
- (21) Higher than expected interest rates and funds available.

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Mid Year Budget Review Summary - City of Ballarat

Period Ending 31 December 2023

| Statement of Capital Works | | \$'000 | \$'000 |
|--|-----|-----------|-------------------|
| Total Capital Works - Forecast 30 September 2023 | | | \$ 163,604 |
| Capital Works delivery timing reduction (Rebudget in 24/25) | | | |
| Community and Industry Resources & Recycling Centre | (1) | (\$4,500) | |
| DCP Construction | (1) | (\$9,498) | |
| Sebastopol Community Hub | (1) | (\$3,800) | |
| Plant Replacement | (1) | (\$2,890) | |
| Charlesworth St Basin | (1) | (\$2,339) | |
| Facilities Renewal Works - various | (1) | (\$1,635) | |
| Ballarat Animal Shelter | (1) | (\$1,550) | |
| Brown Hill Reserve - Master Plan Implementation | (1) | (\$1,061) | |
| Kindergarten Expansions (Brown Hill, Black Hill, Buninyong) | (1) | (\$1,215) | |
| Gross Pollutant Trap MR Power Park | (1) | (\$750) | |
| Lucas Integrated Children's Centre | (1) | (\$500) | |
| Buninyong Bowls Surface | (1) | (\$540) | |
| Recreation Projects - various | (1) | (\$761) | |
| Eastwood Community Centre | (1) | (\$400) | |
| Runway Extension | (1) | (\$400) | |
| Road Renewal - Havelock Street | (1) | (\$415) | |
| Doug Dean facility upgrade | (1) | (\$274) | |
| Other Minor <\$250k | (1) | (\$661) | |
| | | | <u>(\$33,189)</u> |
| Capital Works delivery timing increase | | | |
| Marty Busch Reserve - Master Plan Implementation Stage 1 | | \$1,505 | |
| Funded Road Project costs (offset by grant income) | | \$1,718 | |
| Open Space - from reserve | | \$550 | |
| | | | <u>\$3,773</u> |
| Permanent Reduction in Capital Works | | | |
| Landfill capping | (2) | (\$2,328) | |
| Alfredton Community Hub | (3) | (\$1,800) | |
| DCP construction (Tait St Upgrade) | (3) | (\$250) | |
| Waste Fleet Replacement program | (3) | (\$316) | |
| Facilities Renewal Works - various | (3) | (\$457) | |
| Other Minor <\$100k | | (\$240) | |
| | | | <u>(\$5,391)</u> |
| Permanent Increase in Capital Works | | | |
| Bridge Mall Redevelopment | (4) | \$4,700 | |
| Mining Exchange Façade Renewal | (4) | \$225 | |
| Ballarat North Netball Changerooms | (4) | \$215 | |
| Ballarat Sport & Events Centre additional roof works | (4) | \$130 | |
| Roads Infrastructure projects - Net Increase | (4) | \$642 | |
| Airport - Soil Removal | (5) | \$270 | |
| Other Minor <\$100k | | \$578 | |
| | | | <u>\$6,760</u> |
| Transfers between Capital & Operating projects | | | \$502 |
| 31 December - Forecast | | | \$136,059 |

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Mid Year Budget Review Summary - City of Ballarat
Period Ending 31 December 2023

Notes:

- (1) Project will not be completed in 2023/24. Will be included as a carryover in the adopted 2024/25 Budget.
- (2) Capping costs less than budgeted. This saving has been reallocated to cover the estimated cost of removing street sweepings from the Transfer Station site.
- (3) Permanent reductions identified due to project cost savings or budgeted projects or elements being removed from the program.
- (4) Additional project budget required to complete project.
- (5) New required project added to the capital program.

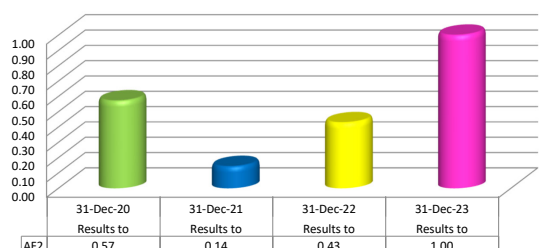
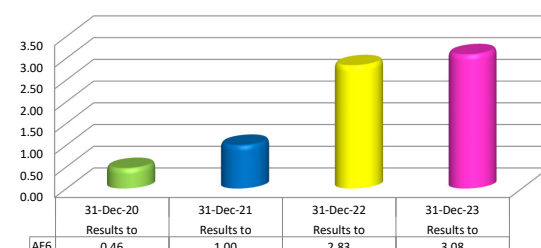
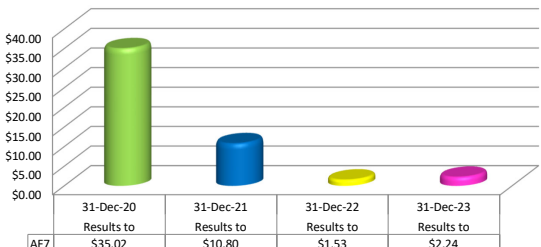
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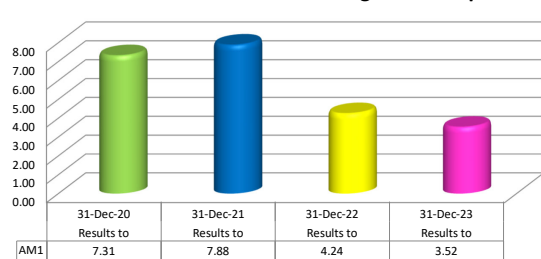
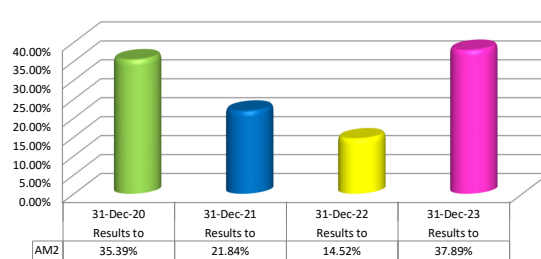
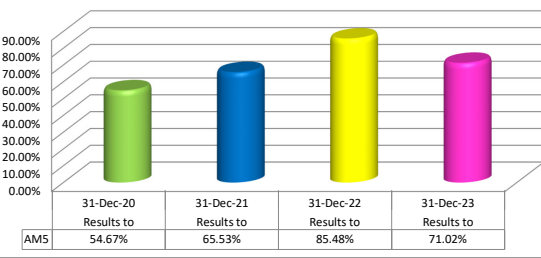
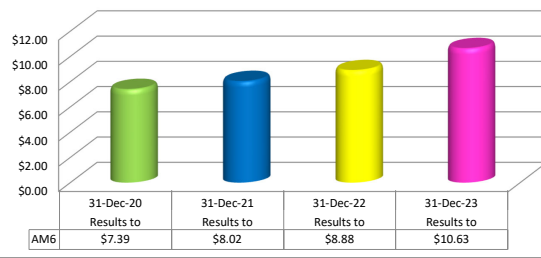
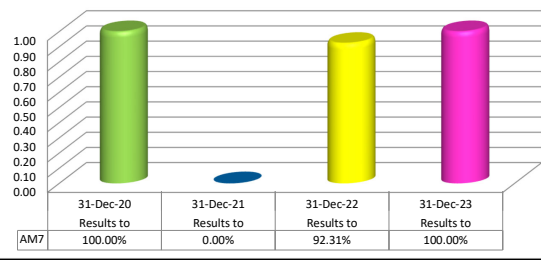
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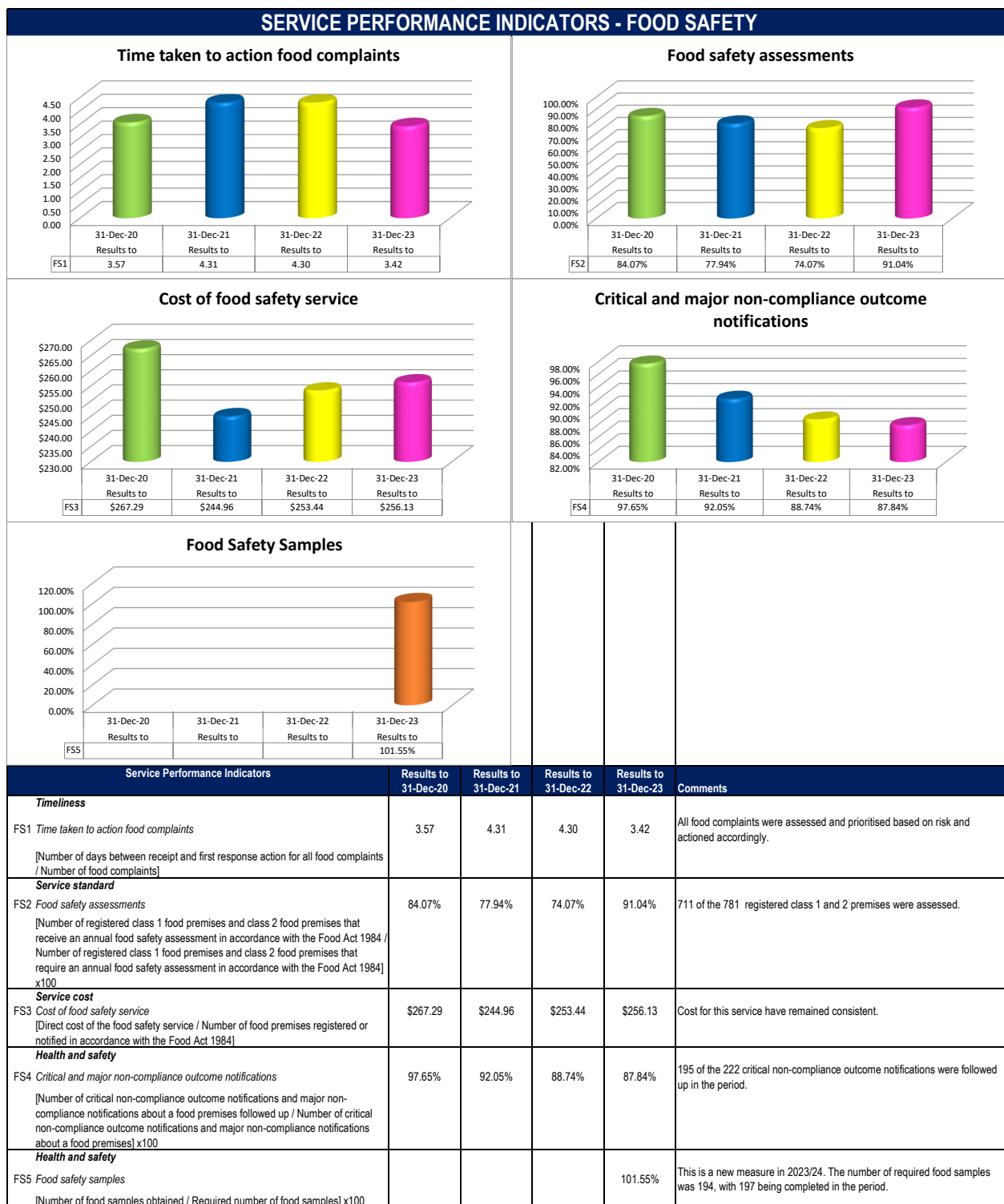


City of Ballarat

**Performance Statement Report
For the Period Ended 31 December 2023**

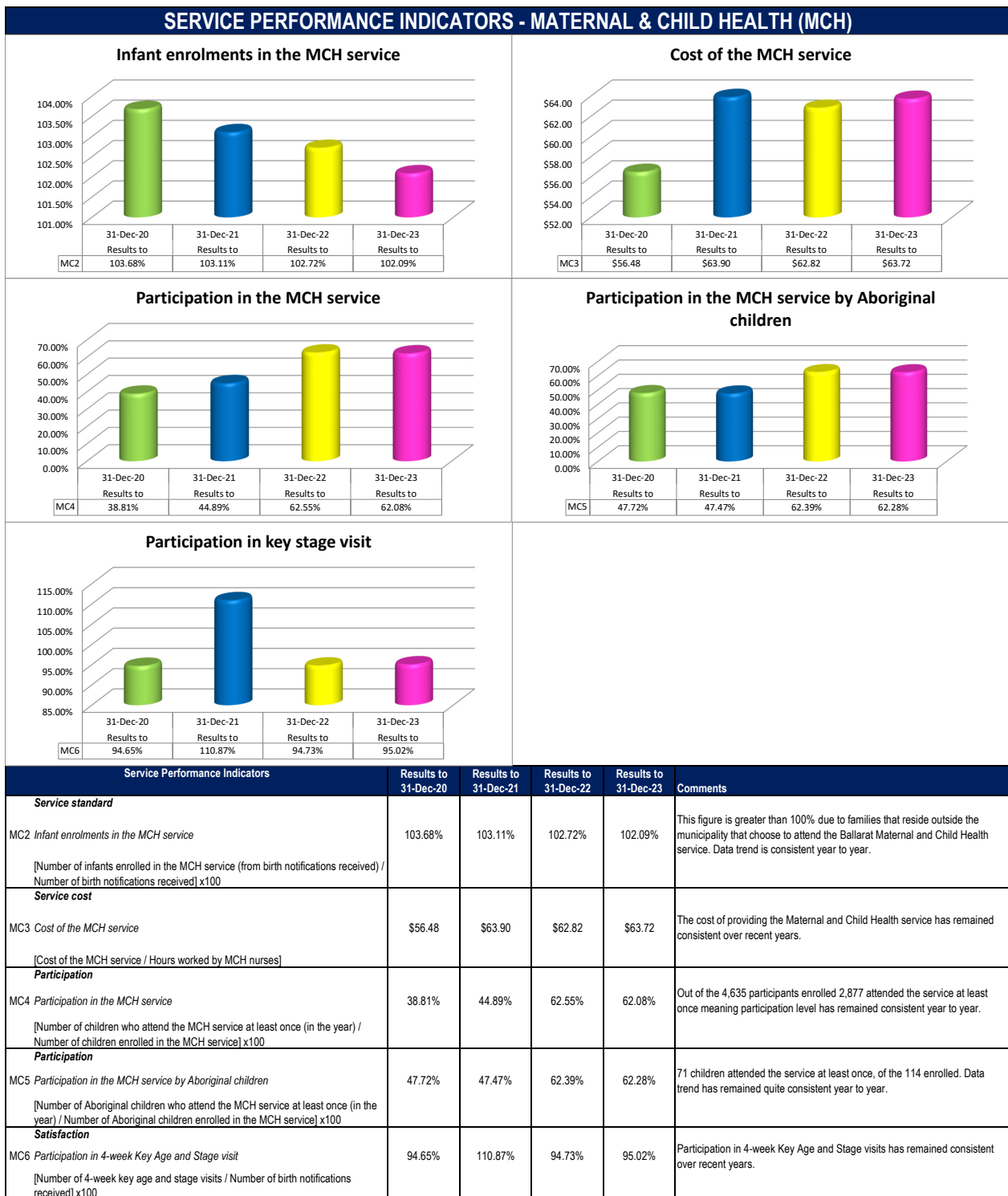
| SERVICE PERFORMANCE INDICATORS - AQUATIC FACILITIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------|------------|------------|----------------------|----------------------|----------------------|----------------------|--|------------|---------|---------|--------|--------|---|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|------|------|------|------|--|--|
| <p>Health Inspections of Aquatic Facilities</p>  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>0.57</td> <td>0.14</td> <td>0.43</td> <td>1.00</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 0.57 | 0.14 | 0.43 | 1.00 | <p>Utilisation of Aquatic Facilities</p>  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>0.46</td> <td>1.00</td> <td>2.83</td> <td>3.08</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 0.46 | 1.00 | 2.83 | 3.08 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0.57 | 0.14 | 0.43 | 1.00 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0.46 | 1.00 | 2.83 | 3.08 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Cost of Aquatic Facilities</p>  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>\$35.02</td> <td>\$10.80</td> <td>\$1.53</td> <td>\$2.24</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | \$35.02 | \$10.80 | \$1.53 | \$2.24 | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$35.02 | \$10.80 | \$1.53 | \$2.24 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Performance Indicators | | | | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | |
| Service standard | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AF2 Health inspections of aquatic facilities | | | | 0.57 | 0.14 | 0.43 | 1.00 | All Council aquatic facilities were inspected in the lead up to the 23/24 summer period. | | | | | | | | | | | | | | | | | | | | | |
| [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Utilisation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AF6 Utilisation of aquatic facilities | | | | 0.46 | 1.00 | 2.83 | 3.08 | Continued growth in visitor numbers and swim school enrolments has seen this indicator back above pre-pandemic levels. | | | | | | | | | | | | | | | | | | | | | |
| [Number of visits to aquatic facilities / Municipal population] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service cost | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AF7 Cost of aquatic facilities | | | | \$35.02 | \$10.80 | \$1.53 | \$2.24 | The driving factor of cost increases compared with last years figures was due to a significant increase in gas charges of 142% which is the largest expense in operating costs for aquatic facilities. | | | | | | | | | | | | | | | | | | | | | |
| [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| SERVICE PERFORMANCE INDICATORS - ANIMAL MANAGEMENT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|------------|------------|----------------------|----------------------|----------------------|----------------------|--|------------|---------|--------|--------|---------|--|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|--------|--------|--------|---------|--|--|
| Time Taken to Action Animal Management Requests  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>7.31</td> <td>7.88</td> <td>4.24</td> <td>3.52</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 7.31 | 7.88 | 4.24 | 3.52 | Animals Reclaimed  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>35.39%</td> <td>21.84%</td> <td>14.52%</td> <td>37.89%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 35.39% | 21.84% | 14.52% | 37.89% | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7.31 | 7.88 | 4.24 | 3.52 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 35.39% | 21.84% | 14.52% | 37.89% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Animals Rehomed  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>54.67%</td> <td>65.53%</td> <td>85.48%</td> <td>71.02%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 54.67% | 65.53% | 85.48% | 71.02% | Cost of Animal Management Service  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>\$7.39</td> <td>\$8.02</td> <td>\$8.88</td> <td>\$10.63</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | \$7.39 | \$8.02 | \$8.88 | \$10.63 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 54.67% | 65.53% | 85.48% | 71.02% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$7.39 | \$8.02 | \$8.88 | \$10.63 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Animal Management Prosecutions  <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>100.00%</td> <td>0.00%</td> <td>92.31%</td> <td>100.00%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 100.00% | 0.00% | 92.31% | 100.00% | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 100.00% | 0.00% | 92.31% | 100.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Performance Indicators | | | | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | |
| Timeliness | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AM1 Time taken to action animal management requests | | | | 7.31 | 7.88 | 4.24 | 3.52 | Animal Management requests were addressed on an average of 3.52 days in the period, this is an improvement from the previous reporting periods which is attributed to improved resourcing and processes. | | | | | | | | | | | | | | | | | | | | | |
| [Number of days between receipt and first response action for all animal management requests / Number of animal management requests] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service standard | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AM2 Animals reclaimed | | | | 35.39% | 21.84% | 14.52% | 37.89% | Of the 987 animals brought into the shelter 374 were reclaimed. The overall total for animals brought into the shelter either reclaimed (AM2) or rehomed (AM5) was 109%. | | | | | | | | | | | | | | | | | | | | | |
| [Number of animals reclaimed / Number of animals collected] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AM5 Animals rehomed | | | | 54.67% | 65.53% | 85.48% | 71.02% | This indicator is directly correlated with the increase in animals reclaimed. The shelter continues to see high demand for people wanting rescued pets, with 701 of the 987 animals brought into the shelter rehomed. | | | | | | | | | | | | | | | | | | | | | |
| [Number of animals rehomed / Number of animals collected] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service cost | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AM6 Cost of animal management service per population | | | | \$7.39 | \$8.02 | \$8.88 | \$10.63 | Reflects higher operating costs in particular for the veterinary care and food costs for the animals. With the shelter operating at near capacity, legislated staff to animal ratios dictate staffing levels required and also impacts on vet and food costs required to care for the animals. | | | | | | | | | | | | | | | | | | | | | |
| [Direct cost of the animal management service / Municipal population] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Health and safety | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AM7 Animal management prosecutions | | | | 100.00% | 0.00% | 92.31% | 100.00% | All 3 of the prosecution cases heard in the period were successful. | | | | | | | | | | | | | | | | | | | | | |
| [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

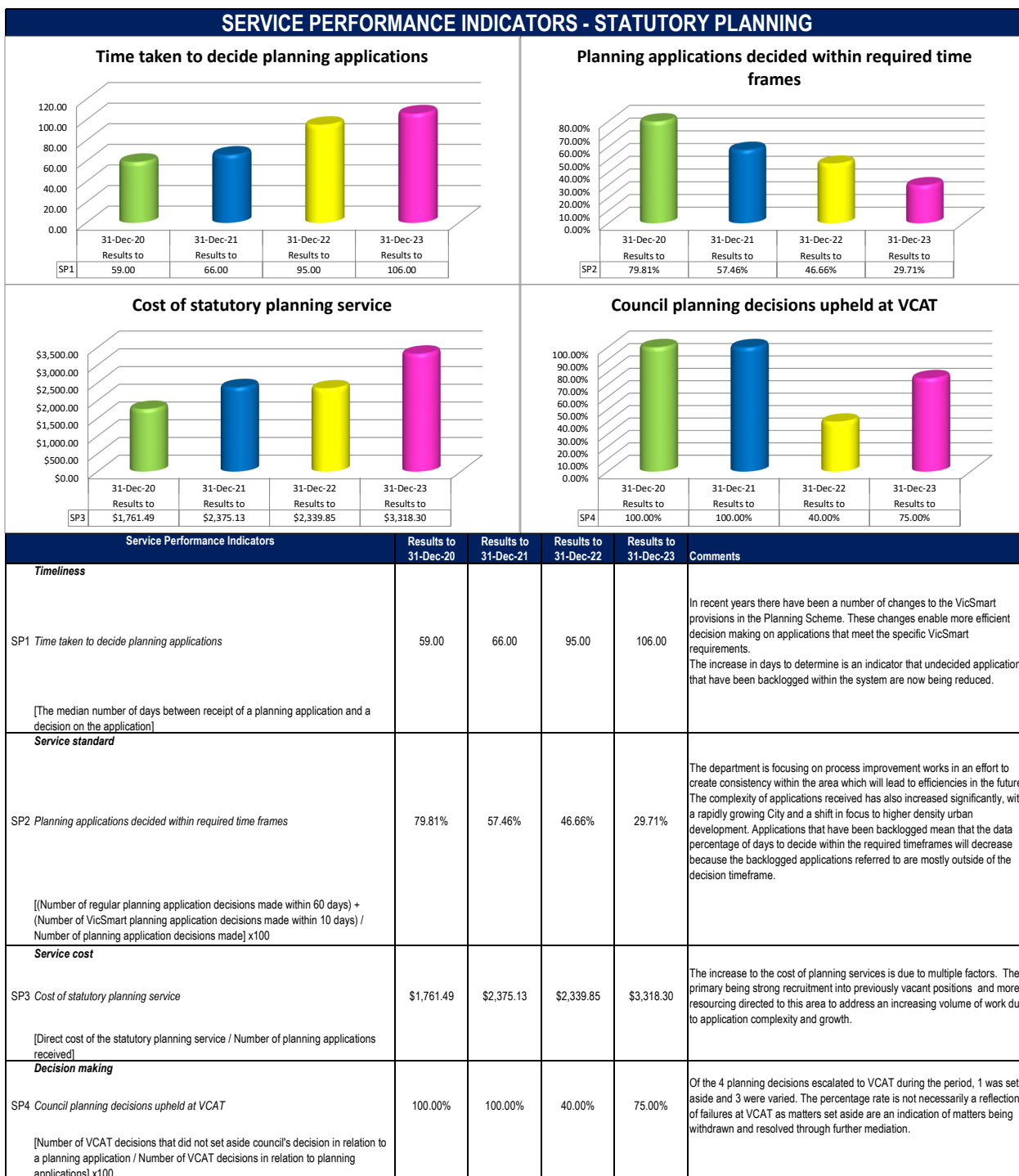


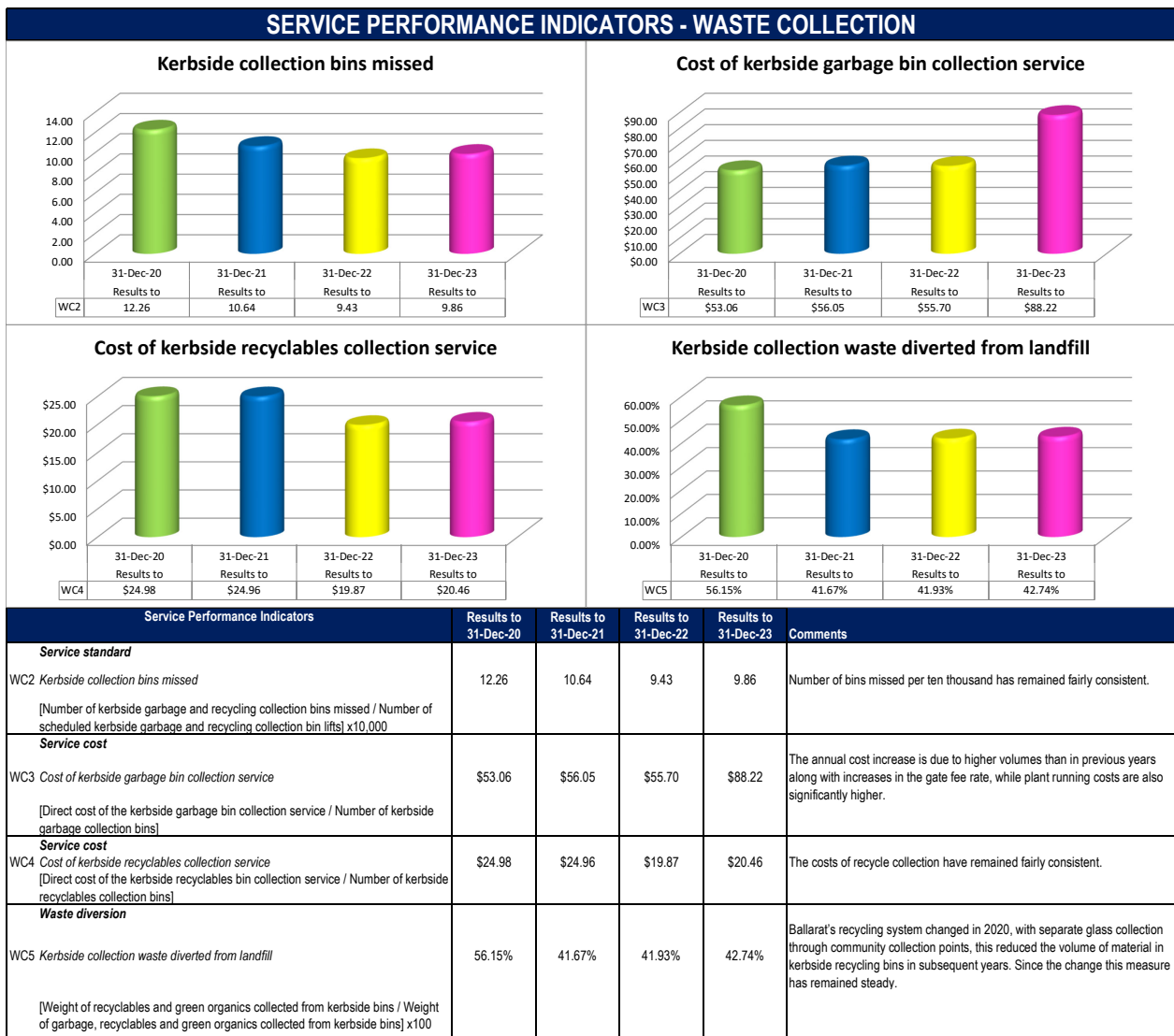
| SERVICE PERFORMANCE INDICATORS - GOVERNANCE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------|-------------|-------------|----------------------|----------------------|----------------------|----------------------|--|------------|------------|--------|---------|--------|---|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|----------------|-------------|-------------|-------------|--|--|
| <p>Council decisions made at meetings closed to the public</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>G1 5.56%</td> <td>2.30%</td> <td>2.52%</td> <td>1.72%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | G1 5.56% | 2.30% | 2.52% | 1.72% | <p>Satisfaction with community consultation and engagement</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>G2 63.60</td> <td>55.40</td> <td>51.00</td> <td>49.00</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | G2 63.60 | 55.40 | 51.00 | 49.00 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G1 5.56% | 2.30% | 2.52% | 1.72% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G2 63.60 | 55.40 | 51.00 | 49.00 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Councillor attendance at council meetings</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>G3 100.00%</td> <td>95.56%</td> <td>100.00%</td> <td>97.22%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | G3 100.00% | 95.56% | 100.00% | 97.22% | <p>Cost of governance</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>G4 \$20,357.17</td> <td>\$21,580.14</td> <td>\$24,556.40</td> <td>\$30,293.60</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | G4 \$20,357.17 | \$21,580.14 | \$24,556.40 | \$30,293.60 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G3 100.00% | 95.56% | 100.00% | 97.22% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G4 \$20,357.17 | \$21,580.14 | \$24,556.40 | \$30,293.60 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Satisfaction with council decisions</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>G5 61.90</td> <td>57.70</td> <td>53.00</td> <td>49.00</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | G5 61.90 | 57.70 | 53.00 | 49.00 | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G5 61.90 | 57.70 | 53.00 | 49.00 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Performance Indicators | | | | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | |
| Transparency | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G1 Council decisions made at meetings closed to the public | | | | 5.56% | 2.30% | 2.52% | 1.72% | All tenders are put into the public resolutions of Council, factors such as meeting procedures and contracts committee will impact the number 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 Satisfaction with community consultation and engagement | | | | 63.60 | 55.40 | 51.00 | 49.00 | Engagement practices are guided by the 2021 Community Engagement Policy. This outcome is comparable with the results for Victoria and regional centres. | | | | | | | | | | | | | | | | | | | | | |
| Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Attendance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G3 Councillor attendance at council meetings | | | | 100.00% | 95.56% | 100.00% | 97.22% | Of the 72 possible total meeting attendances there have been 2 apologies. In addition there have been 4 meetings missed due to approved leave of absence, which are included as attendance under the guidelines. | | | | | | | | | | | | | | | | | | | | | |
| [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 Cost of elected representation | | | | \$20,357.17 | \$21,580.14 | \$24,556.40 | \$30,293.60 | Councillor allowances are independently reviewed and generally increased annually. This review is now undertaken by the Victorian Independent Remuneration Tribunal. | | | | | | | | | | | | | | | | | | | | | |
| [Direct cost of the governance service / Number of Councillors elected at the last Council general election] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| G5 Satisfaction with council decisions | | | | 61.90 | 57.70 | 53.00 | 49.00 | This outcome is comparable with the results for Victoria and regional centres. | | | | | | | | | | | | | | | | | | | | | |
| [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| SERVICE PERFORMANCE INDICATORS - LIBRARIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|------------|------------|----------------------|----------------------|----------------------|----------------------|---|------------|--------|--------|--------|---------|---|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|---------|---------|---------|---------|--|--|
| <p>Standard of library collection</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>65.55%</td> <td>64.18%</td> <td>71.92%</td> <td>68.87%</td> </tr> </table> <p>LB2</p> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 65.55% | 64.18% | 71.92% | 68.87% | <p>Cost of library service</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>\$14.64</td> <td>\$15.93</td> <td>\$16.32</td> <td>\$16.89</td> </tr> </table> <p>LB5</p> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | \$14.64 | \$15.93 | \$16.32 | \$16.89 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 65.55% | 64.18% | 71.92% | 68.87% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$14.64 | \$15.93 | \$16.32 | \$16.89 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Library loans per population</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td></td> <td></td> <td></td> <td>178.71%</td> </tr> </table> <p>LB6</p> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | | | | 178.71% | <p>Library Membership</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td></td> <td></td> <td></td> <td>12.30%</td> </tr> </table> <p>LB7</p> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | | | | 12.30% | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 178.71% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 12.30% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Library visits per population</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td></td> <td></td> <td></td> <td>74.14%</td> </tr> </table> <p>LB8</p> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | | | | 74.14% | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 74.14% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Performance Indicators | | | | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | |
| Resource standard | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LB2 Recently purchased library collection | | | | 65.55% | 64.18% | 71.92% | 68.87% | Collection management practices aim to result in an ongoing improvement in the resource standard. The addition of new items to the collection has increased each year, however due to the Ballarat Library refurbishment there is currently a large amount of items in storage which has meant the usual collection maintenance has not occurred, the result being the overall collection size is currently larger than it would usually be which affects the percentage comparisons. | | | | | | | | | | | | | | | | | | | | | |
| [Number of library collection items purchased in the last 5 years / Number of library collection items] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service cost | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LB5 Cost of library service per population | | | | \$14.64 | \$15.93 | \$16.32 | \$16.89 | No material change on data trend. | | | | | | | | | | | | | | | | | | | | | |
| [Direct cost of the library service / Population] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Participation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LB6 Library loans per population | | | | | | | 178.71% | This is a new measure in 2023/24. | | | | | | | | | | | | | | | | | | | | | |
| [Number of library collection item loans / Municipal Population] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Participation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LB7 Library membership | | | | | | | 12.30% | This is a new measure in 2023/24. | | | | | | | | | | | | | | | | | | | | | |
| [Number of registered library members / Municipal population] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Participation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LB8 Library visits per population | | | | | | | 74.14% | This is a new measure in 2023/24. | | | | | | | | | | | | | | | | | | | | | |
| [Number of library visits / Municipal population] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

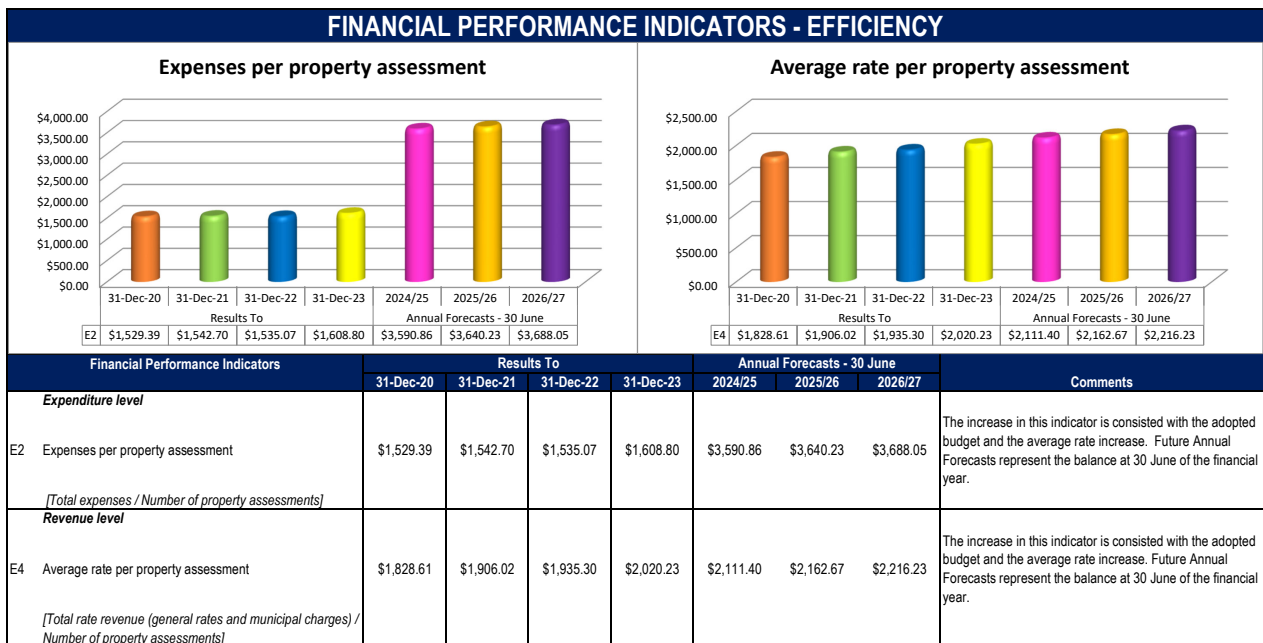


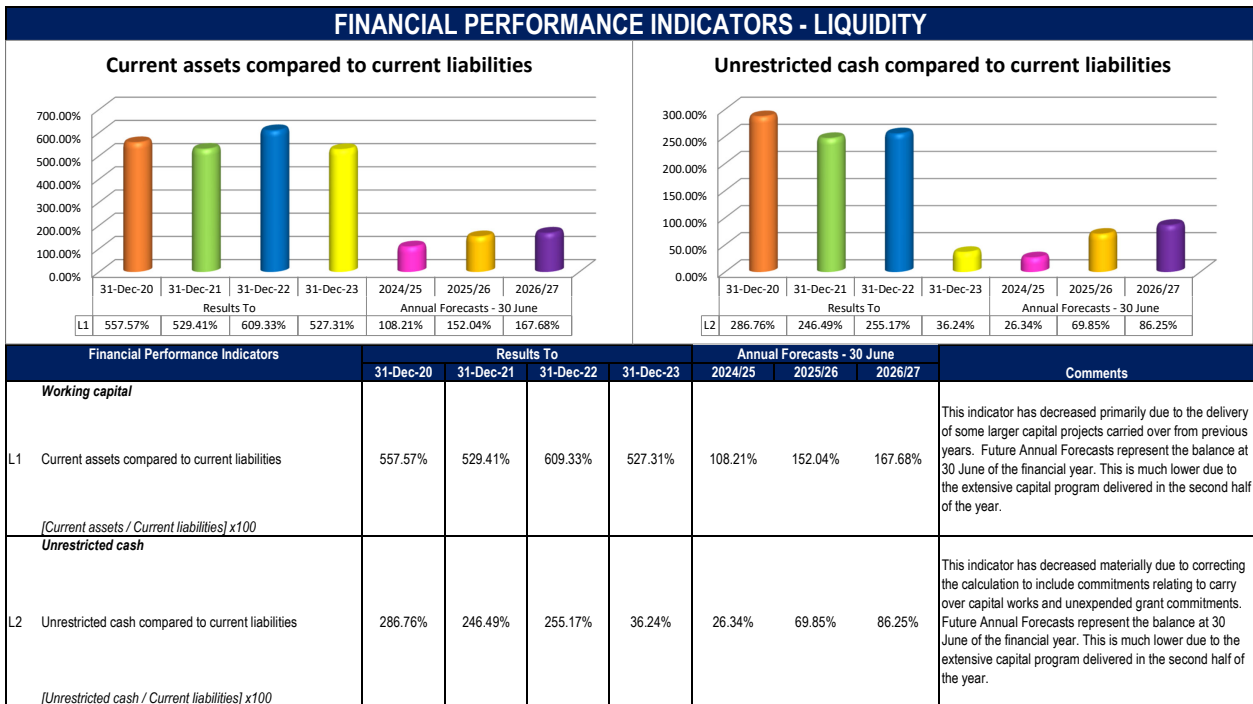
| SERVICE PERFORMANCE INDICATORS - ROADS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|------------|------------|----------------------|----------------------|----------------------|----------------------|---|------------|----------|----------|----------|----------|---|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|--------|--------|---------|--------|--|--|
| <p>Sealed local road requests</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>54.19</td> <td>86.05</td> <td>129.27</td> <td>72.49</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 54.19 | 86.05 | 129.27 | 72.49 | <p>Sealed local roads maintained to condition standards</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>99.83%</td> <td>99.78%</td> <td>99.78%</td> <td>99.88%</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 99.83% | 99.78% | 99.78% | 99.88% | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 54.19 | 86.05 | 129.27 | 72.49 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 99.83% | 99.78% | 99.78% | 99.88% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Cost of sealed local road reconstruction</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>\$186.35</td> <td>\$160.31</td> <td>\$216.06</td> <td>\$234.97</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | \$186.35 | \$160.31 | \$216.06 | \$234.97 | <p>Cost of sealed local road resealing</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>\$0.00</td> <td>\$0.00</td> <td>\$32.84</td> <td>\$0.00</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | \$0.00 | \$0.00 | \$32.84 | \$0.00 | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$186.35 | \$160.31 | \$216.06 | \$234.97 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$0.00 | \$0.00 | \$32.84 | \$0.00 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Satisfaction with sealed local roads</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> </tr> <tr> <td>Results to</td> <td>Results to</td> <td>Results to</td> <td>Results to</td> </tr> <tr> <td>55.70</td> <td>51.50</td> <td>41.00</td> <td>37.00</td> </tr> </table> | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | Results to | Results to | Results to | Results to | 55.70 | 51.50 | 41.00 | 37.00 | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Results to | Results to | Results to | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 55.70 | 51.50 | 41.00 | 37.00 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Performance Indicators | | | | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | |
| Satisfaction of use | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R1 | Sealed local road requests | | | 54.19 | 86.05 | 129.27 | 72.49 | Council have been actively seeking more ways for the public to provide easier feedback via online applications about items requiring action, which has resulted in an upward trend over recent years of requests received. The improvement in this measure from the prior year is believed to be due to a number of factors including an increased focus on capital programs of resheeting & major patching to repair potholes, proactive inspections providing ongoing condition assessments, and drier conditions overall this year has seen less water related damage to the road network. | | | | | | | | | | | | | | | | | | | | | |
| | [Number of sealed local road requests / Kilometres of sealed local roads] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R2 | Sealed local roads maintained to condition standards | | | 99.83% | 99.78% | 99.78% | 99.88% | The road network is maintained as per the agreed level of service on an ongoing basis. | | | | | | | | | | | | | | | | | | | | | |
| | [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R3 | Cost of sealed local road reconstruction | | | \$186.35 | \$160.31 | \$216.06 | \$234.97 | This indicator is impacted by the type of construction jobs completed, as different types of works will have significantly different cost per metre outcomes depending of factors such as size and complexity. | | | | | | | | | | | | | | | | | | | | | |
| | [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed] | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R4 | Cost of sealed local road resealing | | | \$0.00 | \$0.00 | \$32.84 | \$0.00 | Cost associated with the completion of Annual Resealing program. The program had not commenced for by 31 December 2020, 21 and 23 respectively. | | | | | | | | | | | | | | | | | | | | | |
| | [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed] | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| R5 | Satisfaction with sealed local roads | | | 55.70 | 51.50 | 41.00 | 37.00 | Combinations of inclement weather, increased traffic volumes and growth of the City have contributed to a deterioration in the condition of the sealed road network. This combination has contributed to a decrease in the community satisfaction for sealed roads. | | | | | | | | | | | | | | | | | | | | | |
| | [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads] | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



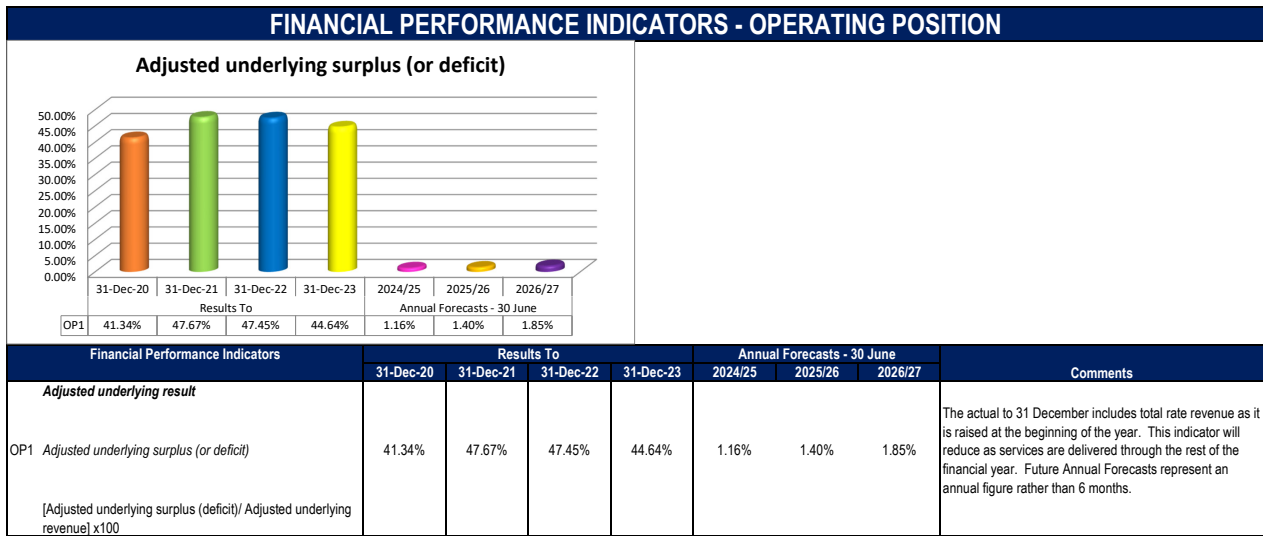


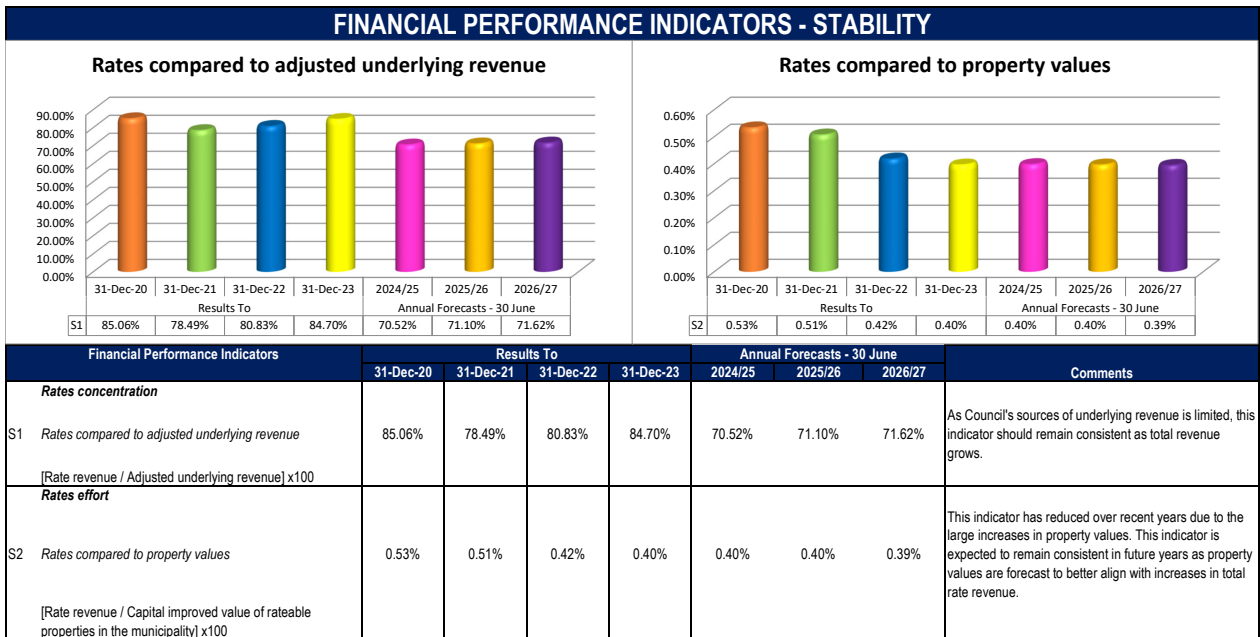
| Sustainable Capacity Indicators | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|---|---------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|-------------------|-------------|-------------|---|--|--|--|----------|----------|----------|----------|--|--|--|--|--|--|--|-------------------|--|--|--|--|--|--|-------------|-------------|-------------|-------------|---|---|--|--|--|--|--|-------------------|--|--|--|--|--|--|-------|-------|-------|-------|---|---|--|--|--|--|--|---------------------------|--|--|--|--|--|--|------------|------------|------------|------------|--|--|--|--|--|--|--|-------------------------|--|--|--|--|--|--|----------|----------|----------|---------|---|--|--|--|--|--|--|---------------------|--|--|--|--|--|---|------|------|------|------|--|--|--|--|--|--|--|---------------------------|--|--|--|--|--|---------------------------------|-------|------|------|-------|---|--|--|--|--|--|--|
| Indicator | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Expenses per head of municipal population <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>\$782.81</td></tr> <tr><td>31-Dec-21</td><td>\$800.96</td></tr> <tr><td>31-Dec-22</td><td>\$825.15</td></tr> <tr><td>31-Dec-23</td><td>\$847.13</td></tr> </table> | Year | Results to | 31-Dec-20 | \$782.81 | 31-Dec-21 | \$800.96 | 31-Dec-22 | \$825.15 | 31-Dec-23 | \$847.13 | \$782.81 | \$800.96 | \$825.15 | \$847.13 | This indicator is consistent with the level of expenditure within the 2023/24 budget, which forecasted increases to employee costs and materials and services. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | \$782.81 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | \$800.96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | \$825.15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | \$847.13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Infrastructure per head of municipal population <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>\$12,986.21</td></tr> <tr><td>31-Dec-21</td><td>\$14,739.16</td></tr> <tr><td>31-Dec-22</td><td>\$15,993.54</td></tr> <tr><td>31-Dec-23</td><td>\$15,068.72</td></tr> </table> | Year | Results to | 31-Dec-20 | \$12,986.21 | 31-Dec-21 | \$14,739.16 | 31-Dec-22 | \$15,993.54 | 31-Dec-23 | \$15,068.72 | \$12,986.21 | \$14,739.16 | \$15,993.54 | \$15,068.72 | The value of infrastructure assets held decreased from the previous financial year due to a revaluation decrement, while population growth continued. This resulted in a lower figure for this indicator. Please refer to the Financial Statements for further information. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | \$12,986.21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | \$14,739.16 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | \$15,993.54 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | \$15,068.72 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population density per length of road <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>76.72</td></tr> <tr><td>31-Dec-21</td><td>75.71</td></tr> <tr><td>31-Dec-22</td><td>75.66</td></tr> <tr><td>31-Dec-23</td><td>76.82</td></tr> </table> | Year | Results to | 31-Dec-20 | 76.72 | 31-Dec-21 | 75.71 | 31-Dec-22 | 75.66 | 31-Dec-23 | 76.82 | 76.72 | 75.71 | 75.66 | 76.82 | This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 76.72 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | 75.71 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | 75.66 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | 76.82 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Own-source revenue per head of municipal population <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>\$1,225.98</td></tr> <tr><td>31-Dec-21</td><td>\$1,325.46</td></tr> <tr><td>31-Dec-22</td><td>\$1,421.22</td></tr> <tr><td>31-Dec-23</td><td>\$1,447.53</td></tr> </table> | Year | Results to | 31-Dec-20 | \$1,225.98 | 31-Dec-21 | \$1,325.46 | 31-Dec-22 | \$1,421.22 | 31-Dec-23 | \$1,447.53 | \$1,225.98 | \$1,325.46 | \$1,421.22 | \$1,447.53 | This indicator has increased which is consistent with the 2023/24 budget and primarily reflects growth in rates revenue and interest on investments. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | \$1,225.98 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | \$1,325.46 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | \$1,421.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | \$1,447.53 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recurrent grants per head of municipal population <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>\$108.49</td></tr> <tr><td>31-Dec-21</td><td>\$122.89</td></tr> <tr><td>31-Dec-22</td><td>\$104.87</td></tr> <tr><td>31-Dec-23</td><td>\$82.73</td></tr> </table> | Year | Results to | 31-Dec-20 | \$108.49 | 31-Dec-21 | \$122.89 | 31-Dec-22 | \$104.87 | 31-Dec-23 | \$82.73 | \$108.49 | \$122.89 | \$104.87 | \$82.73 | This indicator has decreased from prior year primarily due to Council no longer offering Aged Care services, reducing the recurrent funding previously received to support the costs of delivering the service. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | \$108.49 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | \$122.89 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | \$104.87 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | \$82.73 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Relative Socio-Economic Disadvantage <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>4.00</td></tr> <tr><td>31-Dec-21</td><td>4.00</td></tr> <tr><td>31-Dec-22</td><td>4.00</td></tr> <tr><td>31-Dec-23</td><td>4.00</td></tr> </table> | Year | Results to | 31-Dec-20 | 4.00 | 31-Dec-21 | 4.00 | 31-Dec-22 | 4.00 | 31-Dec-23 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA). | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 4.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | 4.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | 4.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | 4.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workforce Turnover <table border="1"> <tr><th>Year</th><th>Results to</th></tr> <tr><td>31-Dec-20</td><td>14.4%</td></tr> <tr><td>31-Dec-21</td><td>5.8%</td></tr> <tr><td>31-Dec-22</td><td>7.9%</td></tr> <tr><td>31-Dec-23</td><td>12.6%</td></tr> </table> | Year | Results to | 31-Dec-20 | 14.4% | 31-Dec-21 | 5.8% | 31-Dec-22 | 7.9% | 31-Dec-23 | 12.6% | 14.4% | 5.8% | 7.9% | 12.6% | This years figure includes 40 redundancies relating to ceasing the provision of Aged Care services, excluding this, turnover to 31 December is consistent with last year. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Results to | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 14.4% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-21 | 5.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-22 | 7.9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-23 | 12.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Sustainable Capacity Indicators</th> <th>Results to 31-Dec-20</th> <th>Results to 31-Dec-21</th> <th>Results to 31-Dec-22</th> <th>Results to 31-Dec-23</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Population</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C1 Expenses per head of municipal population</td> <td>\$782.81</td> <td>\$800.96</td> <td>\$825.15</td> <td>\$847.13</td> <td>This indicator is consistent with the level of expenditure within the 2023/24 budget, which forecasted increases to employee costs and materials and services.</td> </tr> <tr> <td colspan="6"><i>[Total expenses / Municipal population]</i></td> </tr> <tr> <td>Population</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C2 Infrastructure per head of municipal population</td> <td>\$12,986.21</td> <td>\$14,739.16</td> <td>\$15,993.54</td> <td>\$15,068.72</td> <td>The value of infrastructure assets held decreased from the previous financial year due to a revaluation decrement, while population growth continued. This resulted in a lower figure for this indicator. Please refer to the Financial Statements for further information.</td> </tr> <tr> <td colspan="6"><i>[Value of infrastructure / Municipal population]</i></td> </tr> <tr> <td>Population</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C3 Population density per length of road</td> <td>76.72</td> <td>75.71</td> <td>75.66</td> <td>76.82</td> <td>This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future.</td> </tr> <tr> <td colspan="6"><i>[Municipal population / Kilometres of local roads]</i></td> </tr> <tr> <td>Own-source revenue</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C4 Own-source revenue per head of municipal population</td> <td>\$1,225.98</td> <td>\$1,325.46</td> <td>\$1,421.22</td> <td>\$1,447.53</td> <td>This indicator has increased which is consistent with the 2023/24 budget and primarily reflects growth in rates revenue and interest on investments.</td> </tr> <tr> <td colspan="6"><i>[Own-source revenue / Municipal population]</i></td> </tr> <tr> <td>Recurrent grants</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C5 Recurrent grants per head of municipal population</td> <td>\$108.49</td> <td>\$122.89</td> <td>\$104.87</td> <td>\$82.73</td> <td>This indicator has decreased from prior year primarily due to Council no longer offering Aged Care services, reducing the recurrent funding previously received to support the costs of delivering the service.</td> </tr> <tr> <td colspan="6"><i>[Recurrent grants / Municipal population]</i></td> </tr> <tr> <td>Disadvantage</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C6 Relative Socio-Economic Disadvantage</td> <td>4.00</td> <td>4.00</td> <td>4.00</td> <td>4.00</td> <td>This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA).</td> </tr> <tr> <td colspan="6"><i>[Index of Relative Socio-Economic Disadvantage by decile]</i></td> </tr> <tr> <td>Workforce turnover</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>C7 Percentage of staff turnover</td> <td>14.4%</td> <td>5.8%</td> <td>7.9%</td> <td>12.6%</td> <td>This years figure includes 40 redundancies relating to ceasing the provision of Aged Care services, excluding this, turnover to 31 December is consistent with last year.</td> </tr> <tr> <td colspan="6"><i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i></td> </tr> </tbody> </table> | | | | | | Sustainable Capacity Indicators | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | Population | | | | | | C1 Expenses per head of municipal population | \$782.81 | \$800.96 | \$825.15 | \$847.13 | This indicator is consistent with the level of expenditure within the 2023/24 budget, which forecasted increases to employee costs and materials and services. | <i>[Total expenses / Municipal population]</i> | | | | | | Population | | | | | | C2 Infrastructure per head of municipal population | \$12,986.21 | \$14,739.16 | \$15,993.54 | \$15,068.72 | The value of infrastructure assets held decreased from the previous financial year due to a revaluation decrement, while population growth continued. This resulted in a lower figure for this indicator. Please refer to the Financial Statements for further information. | <i>[Value of infrastructure / Municipal population]</i> | | | | | | Population | | | | | | C3 Population density per length of road | 76.72 | 75.71 | 75.66 | 76.82 | This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future. | <i>[Municipal population / Kilometres of local roads]</i> | | | | | | Own-source revenue | | | | | | C4 Own-source revenue per head of municipal population | \$1,225.98 | \$1,325.46 | \$1,421.22 | \$1,447.53 | This indicator has increased which is consistent with the 2023/24 budget and primarily reflects growth in rates revenue and interest on investments. | <i>[Own-source revenue / Municipal population]</i> | | | | | | Recurrent grants | | | | | | C5 Recurrent grants per head of municipal population | \$108.49 | \$122.89 | \$104.87 | \$82.73 | This indicator has decreased from prior year primarily due to Council no longer offering Aged Care services, reducing the recurrent funding previously received to support the costs of delivering the service. | <i>[Recurrent grants / Municipal population]</i> | | | | | | Disadvantage | | | | | | C6 Relative Socio-Economic Disadvantage | 4.00 | 4.00 | 4.00 | 4.00 | This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA). | <i>[Index of Relative Socio-Economic Disadvantage by decile]</i> | | | | | | Workforce turnover | | | | | | C7 Percentage of staff turnover | 14.4% | 5.8% | 7.9% | 12.6% | This years figure includes 40 redundancies relating to ceasing the provision of Aged Care services, excluding this, turnover to 31 December is consistent with last year. | <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i> | | | | | |
| Sustainable Capacity Indicators | Results to 31-Dec-20 | Results to 31-Dec-21 | Results to 31-Dec-22 | Results to 31-Dec-23 | Comments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C1 Expenses per head of municipal population | \$782.81 | \$800.96 | \$825.15 | \$847.13 | This indicator is consistent with the level of expenditure within the 2023/24 budget, which forecasted increases to employee costs and materials and services. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Total expenses / Municipal population]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C2 Infrastructure per head of municipal population | \$12,986.21 | \$14,739.16 | \$15,993.54 | \$15,068.72 | The value of infrastructure assets held decreased from the previous financial year due to a revaluation decrement, while population growth continued. This resulted in a lower figure for this indicator. Please refer to the Financial Statements for further information. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Value of infrastructure / Municipal population]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C3 Population density per length of road | 76.72 | 75.71 | 75.66 | 76.82 | This indicator continues to increase due to the level of population growth increasing at a greater rate than road length. This is expected to continue into the future. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Municipal population / Kilometres of local roads]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Own-source revenue | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C4 Own-source revenue per head of municipal population | \$1,225.98 | \$1,325.46 | \$1,421.22 | \$1,447.53 | This indicator has increased which is consistent with the 2023/24 budget and primarily reflects growth in rates revenue and interest on investments. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Own-source revenue / Municipal population]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recurrent grants | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C5 Recurrent grants per head of municipal population | \$108.49 | \$122.89 | \$104.87 | \$82.73 | This indicator has decreased from prior year primarily due to Council no longer offering Aged Care services, reducing the recurrent funding previously received to support the costs of delivering the service. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Recurrent grants / Municipal population]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Disadvantage | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C6 Relative Socio-Economic Disadvantage | 4.00 | 4.00 | 4.00 | 4.00 | This is City of Ballarat's rating according to the Socio-Economic Indexes for Areas (SEIFA). | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Index of Relative Socio-Economic Disadvantage by decile]</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workforce turnover | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C7 Percentage of staff turnover | 14.4% | 5.8% | 7.9% | 12.6% | This years figure includes 40 redundancies relating to ceasing the provision of Aged Care services, excluding this, turnover to 31 December is consistent with last year. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

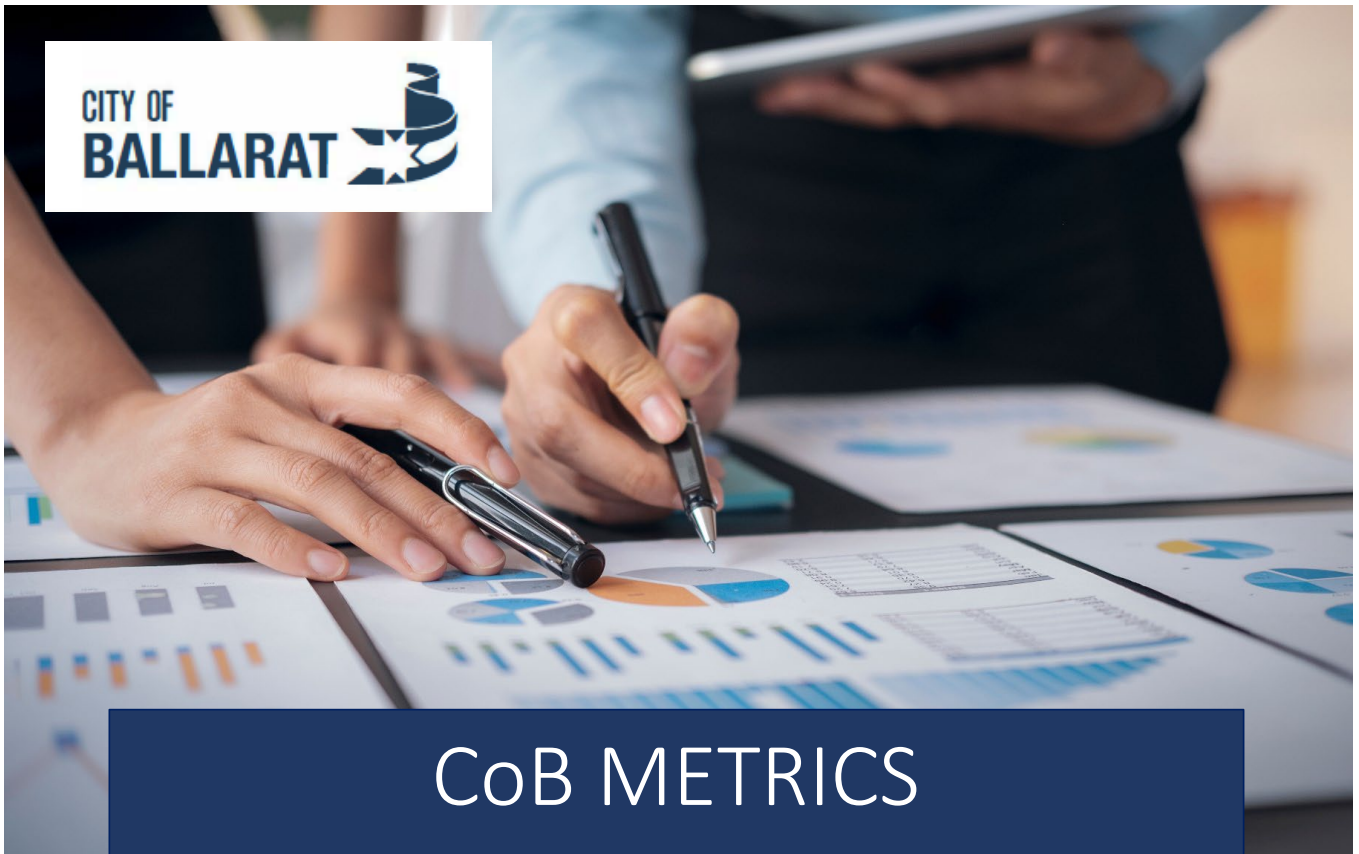




| FINANCIAL PERFORMANCE INDICATORS - OBLIGATIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|------------|-----------|-----------|-----------|----------------------------|-----------|---------|--|---------|--------|--------|--------|--------|--------|--------|--------|--|--|--|--|--|-----------|-----------|-----------|-----------|---------|---------|---------|--------|--------|--------|---------|---------|---------|--------|
| <p>Loans and borrowings compared to rates</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>2024/25</td> <td>2025/26</td> <td>2026/27</td> </tr> <tr> <td>33.87%</td> <td>28.41%</td> <td>23.62%</td> <td>19.26%</td> <td>31.30%</td> <td>34.63%</td> <td>29.58%</td> </tr> </table> | | | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | 33.87% | 28.41% | 23.62% | 19.26% | 31.30% | 34.63% | 29.58% | <p>Loans and borrowings repayments compared to rates</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>2024/25</td> <td>2025/26</td> <td>2026/27</td> </tr> <tr> <td>2.81%</td> <td>2.36%</td> <td>2.15%</td> <td>1.81%</td> <td>1.91%</td> <td>17.96%</td> <td>5.07%</td> </tr> </table> | | | | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | 2.81% | 2.36% | 2.15% | 1.81% | 1.91% | 17.96% | 5.07% |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 33.87% | 28.41% | 23.62% | 19.26% | 31.30% | 34.63% | 29.58% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.81% | 2.36% | 2.15% | 1.81% | 1.91% | 17.96% | 5.07% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Non-current liabilities compared to own source revenue</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>2024/25</td> <td>2025/26</td> <td>2026/27</td> </tr> <tr> <td>39.32%</td> <td>32.23%</td> <td>35.52%</td> <td>32.12%</td> <td>24.01%</td> <td>36.59%</td> <td>32.39%</td> </tr> </table> | | | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | 39.32% | 32.23% | 35.52% | 32.12% | 24.01% | 36.59% | 32.39% | <p>Asset renewal compared to depreciation</p> <table border="1"> <tr> <td>31-Dec-20</td> <td>31-Dec-21</td> <td>31-Dec-22</td> <td>31-Dec-23</td> <td>2024/25</td> <td>2025/26</td> <td>2026/27</td> </tr> <tr> <td>91.92%</td> <td>92.31%</td> <td>36.32%</td> <td>104.00%</td> <td>104.43%</td> <td>100.01%</td> <td>92.56%</td> </tr> </table> | | | | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | 91.92% | 92.31% | 36.32% | 104.00% | 104.43% | 100.01% | 92.56% |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 39.32% | 32.23% | 35.52% | 32.12% | 24.01% | 36.59% | 32.39% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 91.92% | 92.31% | 36.32% | 104.00% | 104.43% | 100.01% | 92.56% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial Performance Indicators | | Results To | | | | Annual Forecasts - 30 June | | | Comments | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 31-Dec-20 | 31-Dec-21 | 31-Dec-22 | 31-Dec-23 | 2024/25 | 2025/26 | 2026/27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Loans and borrowings | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| O2 | Loans and borrowings compared to rates <i>[Interest bearing loans and borrowings / Rate revenue] x100</i> | 33.87% | 28.41% | 23.62% | 19.26% | 31.30% | 34.63% | 29.58% | The reduction in this indicator is consistent with the budgeted loan repayments. | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Loans and borrowings | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| O3 | Loans and borrowings repayments compared to rates <i>[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100</i> | 2.81% | 2.36% | 2.15% | 1.81% | 1.91% | 17.96% | 5.07% | The reduction in this indicator is consistent with the budgeted loan repayments. | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Indebtedness | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| O4 | Non-current liabilities compared to own source revenue <i>[Non-current liabilities / Own source revenue] x100</i> | 39.32% | 32.23% | 35.52% | 32.12% | 24.01% | 36.59% | 32.39% | The reduction in this indicator is consistent with the budgeted loan repayments. | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Asset renewal | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| O5 | Asset renewal and upgrade compared to depreciation <i>[Asset renewal and asset upgrade expense / Asset depreciation] x100</i> | 91.92% | 92.31% | 36.32% | 104.00% | 104.43% | 100.01% | 92.56% | The increase in this indicator reflects the delivery of some large capital upgrade projects in the 6 months to 31 December 2023. | | | | | | | | | | | | | | | | | | | | | | | | | | | |







CoB METRICS

December 2023

The following report includes metrics across City of Ballarat, including Planning Permit Activity Data Reporting (PPARS) and Development Engineering Plan Checking Services.

Metrics relate to:

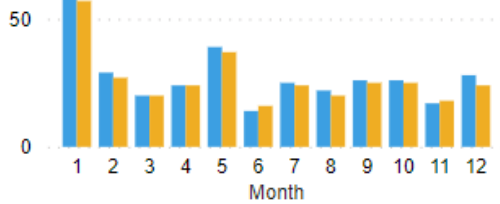
- Media Enquiries
- Fossil Fuel Free Investments
- Waste Tonnes
- Operations Jobs
- Building and Facilities Jobs
- Planning Application Timeframes
- VicSmart Application Timeframes
- Attendance numbers at Parent Place, Libraries, Art Gallery and Ballarat Aquatic & Lifestyle Centre
- Snap Send Solve and Customer Phone Call Volumes to the Customer Experience Team
- Animal Shelter Impounds, Reclaims, Rehomes, and Transfers.
- Planning Permit Activity Data Reporting (PPARS)
- Development Engineering Plan Checking Services.

Ballarat City Council Metrics - December 2023



Media Enquiries

● Received ● Complete

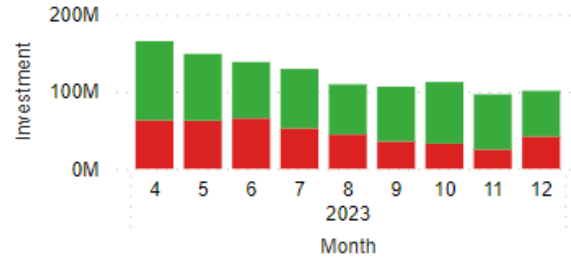


*enquiries raised at the end of a month may be addressed at the start of the following month



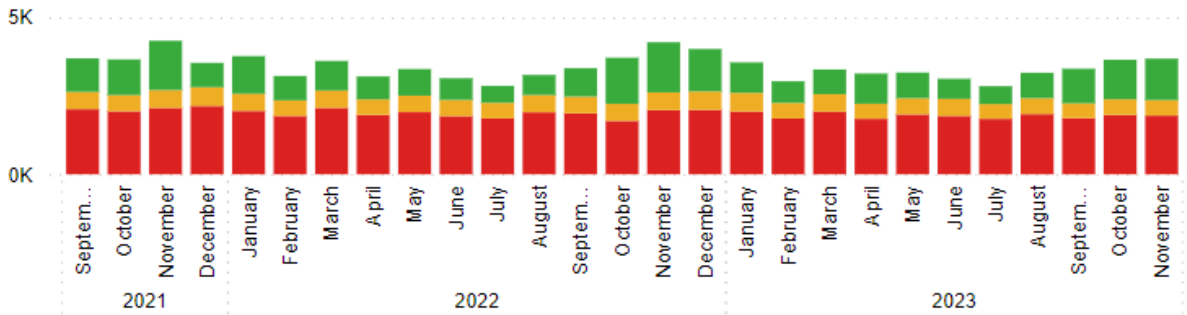
Fossil Fuel Free Investment

● No ● Yes



Waste Tonnes

● Landfill ● Recycling ● Green

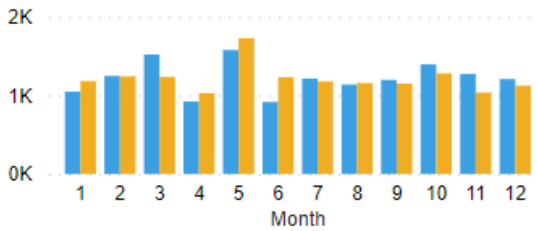


*awaiting December 2023 data from contractor



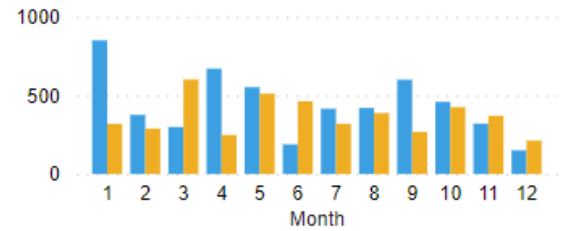
Operations Jobs

● Raised ● Closed



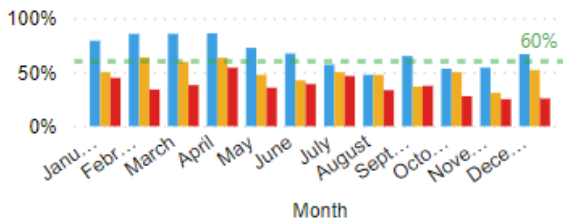
Building & Facilities Jobs

● Raised ● Closed



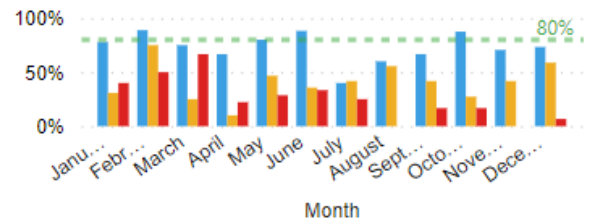
Planning Application Timeframes

● 2021 ● 2022 ● 2023



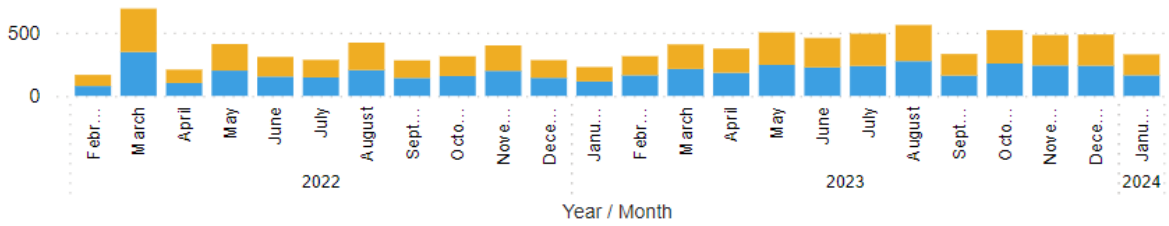
VicSmart Application Timeframes

● 2021 ● 2022 ● 2023



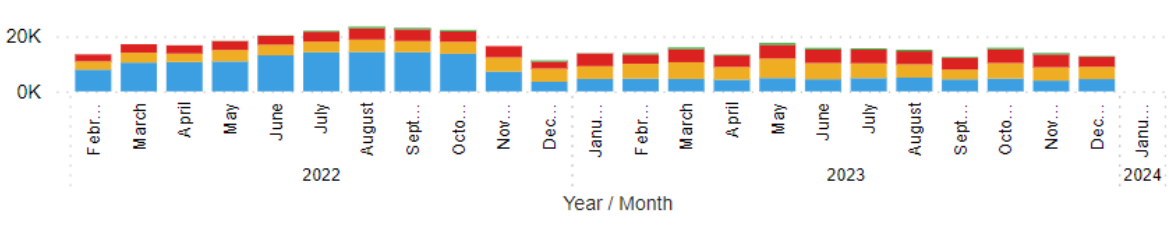
Parent Place Attendance

● Adults ● Children



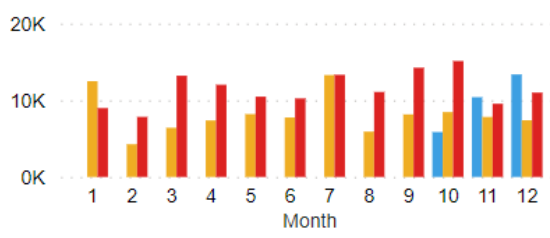
Library Attendance

● Central ● Sebastopol ● Wendouree ● Outreach



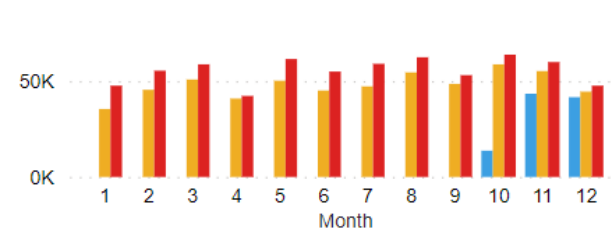
Art Gallery Attendance

● 2021 ● 2022 ● 2023



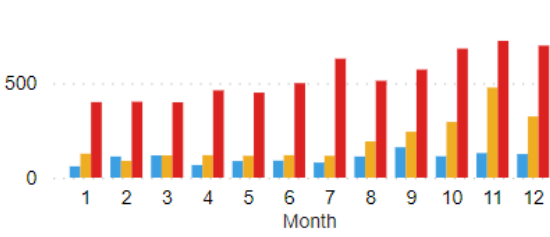
BALC Attendance

● 2021 ● 2022 ● 2023



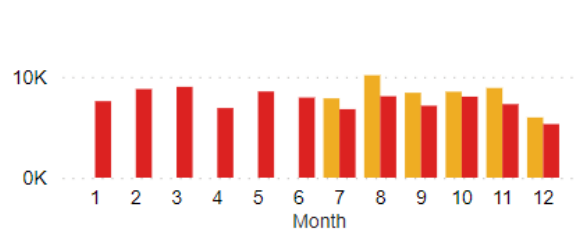
Snap Send Solve Volume

● 2021 ● 2022 ● 2023



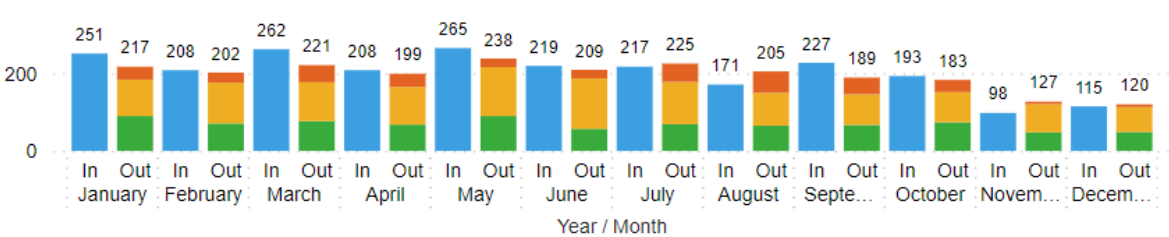
CX Phone Call Volume

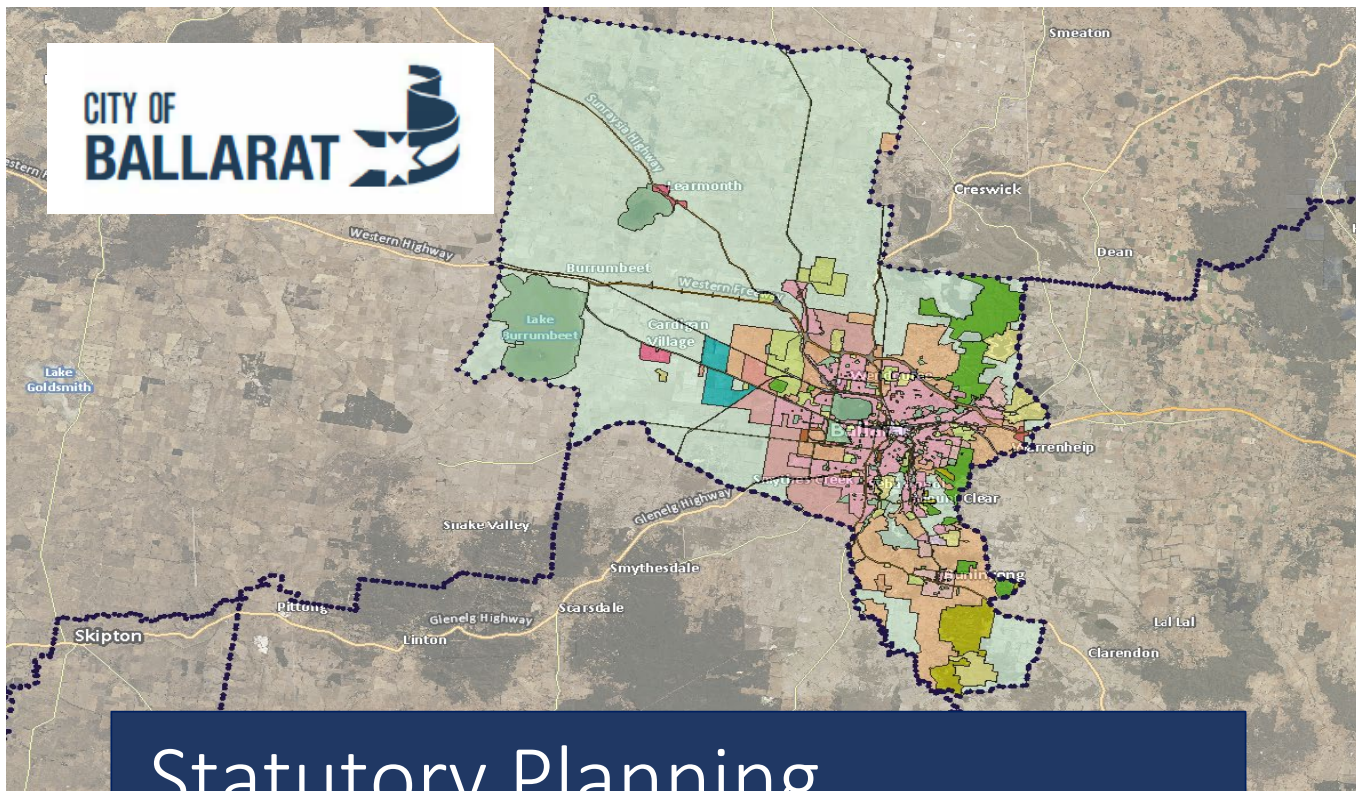
● 2022 ● 2023



Shelter

● Incoming ● Reclaimed ● Rehomed ● Transfer





Statutory Planning

Planning Permit Activity Data Reporting (PPARS)

The Statutory Planning Team is responsible for making or recommending key decisions affecting long-term land use patterns, the built form of Ballarat, its social, cultural and environmental characteristics and sustainable economic development.

Our services relate to:

- Assess new planning permit applications
- Planning permit amendments
- Applications for extension of time
- Review of planning permit condition plans and documentation
- Secondary consent applications
- Review extension of time requests
- Provide town planning and subdivision advice on planning controls
- Report and Consent applications for demolition
- Certificates of Compliance
- Represent City of Ballarat at VCAT

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Monthly Report

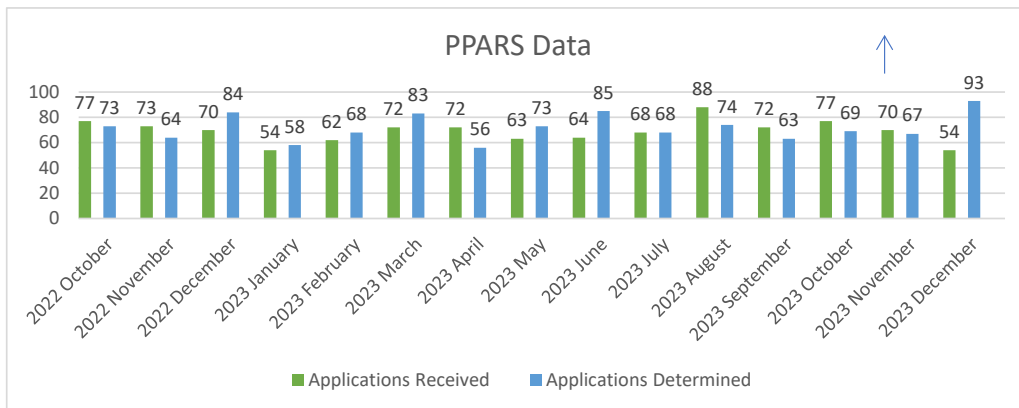
December 2023

Applications Received and Determined

In December the following applications were received and determined:

- 54 Total Applications Received for the month of December**
- 42 Planning Applications (including VicSmart) – reported in PPARS
- 12 Amended permit Applications– reported in PPARS

- 93 Planning Permit Decisions for the month of December**
- 61 Permits Issued
- 4 Refusals
- 10 Notice of Decision
- 18 Lapsed / Withdrawn / No permit required



54 ↓ from 70
 Planning Applications
 Received

93 ↑ from 67
 Planning Applications
 Decided

25.00%
 of Standard application decided
 within statutory timeframe. This
 remains steady and the low percentage
 is attributed to a push in deciding over
 60 day applications

\$15M
 Estimated cost of works
 for permits issued

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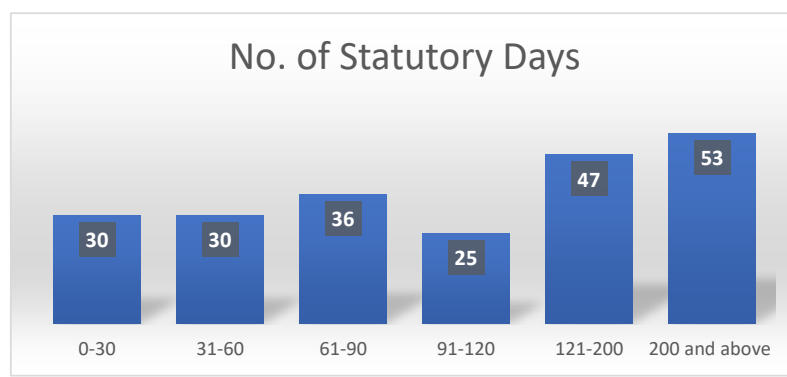
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Status of Undecided Applications

Of the 221 undecided planning permit applications (*down from 271 in November*) there are 30 applications at less than 30 days, 30 applications between 31 and 60 day, 36 applications between 61 and 90 days, 25 applications between 91 and 120 days, 47 applications between 121 and 199 days and 53 above 200 days.

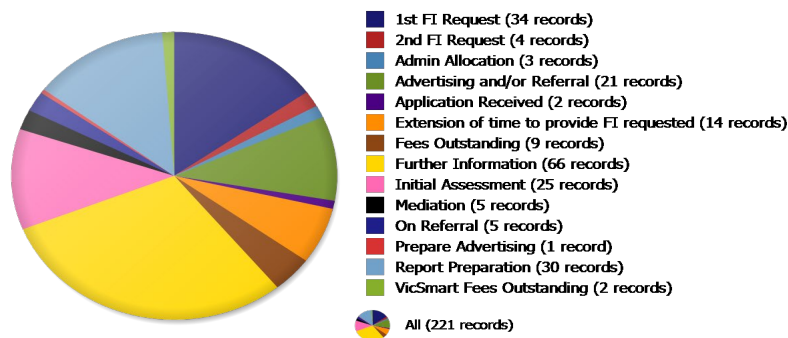
The trend for applications in excess of 300 days continues to be applications on further information, awaiting CHMP’s, have appeals pending or relate to complex issues such as flooding.

In November there were 270 undecided applications and for December the Statutory Planning team has reduced this number to 221. In last month’s report for November there were 171 applications above 60 days and at the end of December there were 161.



221 ↓ from 270
last month
Total applications undecided

30 ↓ from 45
Total applications ready for report

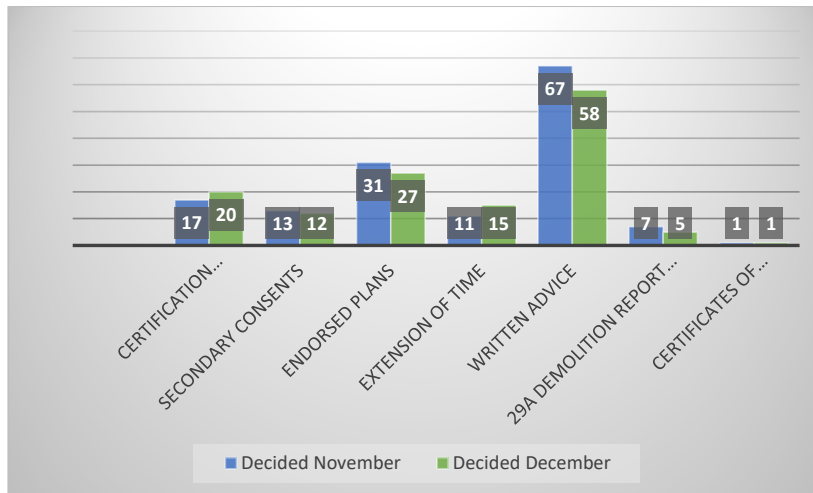


Of the 221 undecided planning permit applications their process status is shown above. Noting that 118 applications are with the applicant to respond to further information and 30 applications are in the final report writing phase. The drop in applications ready for report from 45 in November to 30 in December is a reflection of a push to finalise outstanding reports from the previous month and a shorter working month which restricted other applications progressing to report writing phase.

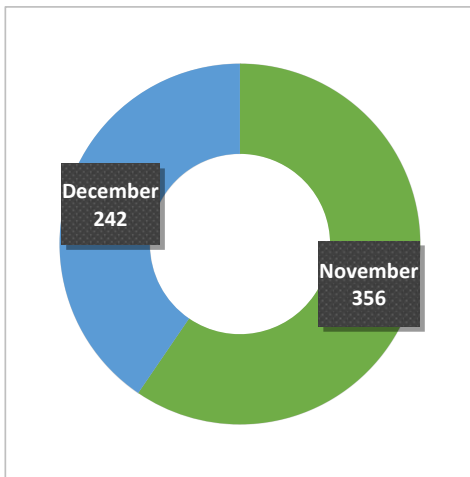
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Other Statutory Planning Tasks Determined



Duty Planner Enquiries



Snap Shot

- Statutory Planning services completed this month:
- 54 APPLICATIONS RECEIVED
 - 93 APPLICATIONS DECIDED
 - 15 EXTENSIONS OF TIME
 - 27 AMENDED PLANS
 - 12 SECONDARY CONSENTS
 - 58 WRITTEN ADVICE
 - 5 FORM 29A REPORT AND CONSENT
 - 242 DUTY PLANNER ENQUIRIES

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Team Comments

Short term

- Statutory Planning services continue to reduce applications with excessive undecided timeframes with the breakdown of the application days now showing in the report we hope to be able to demonstrate the reduction in the applications sitting at higher number of days.
- There are a number of new experienced staff onboard, so we anticipate after the disruption of the December/January period to see the team settle in and focus on greater efficiency for determining applications.

Medium term (3-6 months)

- Recently engaged report writer to work solely on VicSmart reports and reduce backlog with a view to return VicSmart assessment to under 10 business days in the first three months of 2024.
- As we progress through 2024 the team have set a goal to return VicSmart applications to 80% determined in under 10 business days.
- Where applications are sitting on Request for Further Information and over 120 days, particularly where we are awaiting CHMP's, applicant's will be advised that they should withdraw their applications. Where an application is received without a CHMP, the application will not be accepted which accords with legislation.

Long Term (18 months – 2 years)

- Undertake feasibility and implementation of a better Planning Records system which is more customer facing.

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Current VCAT Matters

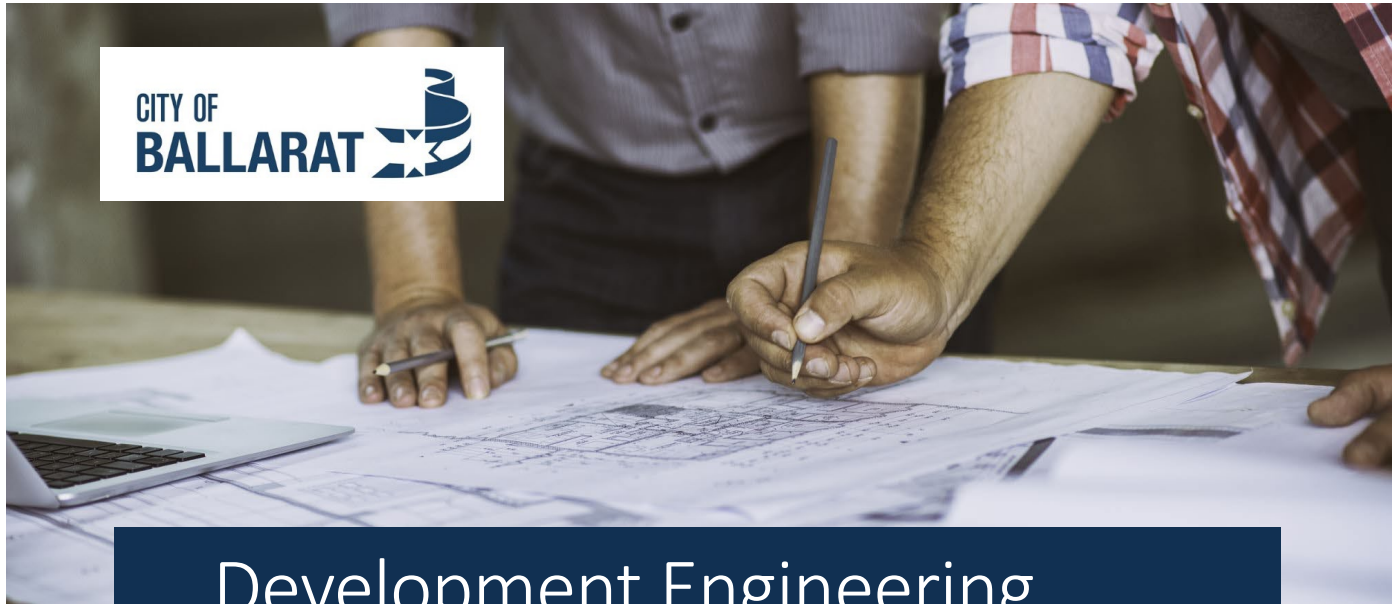
| Number | Description | Location | Hearing | Status |
|----------------|---|--|---|--|
| PLP/2023/349 | Construction of an Office Building and Alteration | 115 Doveton Street South BALLARAT CENTRAL | Hearing 10/01/2024 | The applicant withdrew the appeal and proceeded to amend the planning permit application. |
| PLP/2022/644 | Buildings and works for the development of a new t | 10 Woolshed Gully Drive MOUNT CLEAR | Hearing 12/03/2024 | Pending |
| PLP/2022/424 | Use and development of land for group accommodation | CA 2 Yendon No 2 Road BUNINYONG | Hearing 18/03/2024 | Pending |
| PLP/2021/938 | Multi-lot subdivision and removal of native vegetation | 43 Haymes Road MOUNT CLEAR | Hearing 26/02/2023 | Pending |
| PLP/2020/850 | Construction of eight dwellings, eight lot subdivision | 7 Glendenning Street CANADIAN | Conference 24/01/2024 Hearing 02/04/2024 | At the Compulsory Conference the applicant agreed to provide amended plans by 7 February 2024. |
| PLP/2019/188 | Use and development of a childcare centre and reduction in car parking | 331 Glenelg Highway SMYTHES CREEK | Hearing 05/02/2024 | Appeal lodged 24.01.2024 |
| PLP/2016/654/A | Staged development of an additional 16 dwellings and associated buildings and works, fencing, staged subdivision, creation of an easement and removal of a race | 312 - 314 Specimen Vale South and 33 George Street, EUREKA | Conference 27/03/2024 Hearing 13/06/2024 | Awaiting applicant's statement of grounds |
| PLP/2022/357 | Construction of seven (7) dwellings and staged subdivision of seven (7) lots | 727 Humffray Street South, MOUNT PLEASANT | Conference 05/04/2024 Hearing 21/06/2024 | Awaiting applicant's statement of grounds |
| PLP/2023/11 | Development of a telecommunications facility | 89C Cuthberts Road, ALFREDTON | Conference 24/05/2024 Hearing 16/07/2024 | Awaiting applicant's statement of grounds |
| PLP/2022/414 | Development of the land for two or more dwellings and associated subdivision of the land | 626 York Street, BALLARAT EAST | Conference 15/04/2024 Hearing 19/06/2024 | Awaiting applicant's statement of grounds |
| PLP/2022/755 | Development of six (6) dwellings and a six (6) lot subdivision | 11 Edgewood Court, DELACOMBE | Conference 04/04/2024 Hearing 06/06/2024 | Awaiting applicant's statement of grounds |

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| | | | | |
|---------------------|---|--|---|---|
| PLP/2022/927 | Use and development of a childcare centre and a reduction in carparking | 315 Greenhalghs Road, DELACOMBE | Conference 28/03/2024 Hearing 22-23 July 20220/06/2024 | Awaiting applicant's statement of grounds |
| PLP/2022/943 | Development of a commercial building, demolition of existing car park and associated structures and reduction in car parking requirements | 222 Mair Street, BALLARAT CENTRAL | Practice Day 16/02/2024 Conference 20/05/2024 Hearing 06/06/2024 | Awaiting applicant's statement of grounds |
| PLP/2023/81 | Demolition of an outbuilding, development of an additional dwelling, two lot subdivision and removal of a carriageway easement | 311 Humffray Street North, BROWN HILL | Conference 03/07/2024 Hearing 04/09/2024 | Awaiting applicant's statement of grounds. Will seek a practice day to determine what matters can be heard by VCAT |
| PLP/2023/378 | Development of Telecommunications Facility | 1800 Sturt Street, ALFREDTON | Short Cases list Hearing 27/03/2024 | Awaiting applicant's statement of grounds |
| PLP/2023/500 | Externally Paint a Building | 101-105 Lydiard Street North, BALLARAT CENTRAL | Conference 31/05/2024 Hearing 02/08/2024 | Awaiting applicant's statement of grounds |

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Development Engineering Plan Checking Services

The Development Engineering team ensures land development infrastructure delivers the best outcomes for the city and its communities.

Our plan checking services relate to:

- Functional Layout Plans
- Detailed Design Plans
- Stormwater Management Plans
- Flood Assessment Reports
- Construction Management Plans
- As-Constructed Plans
- Street Lighting Plans
- Contamination Reports
- CCTV Data Reviews
- Lot Filling Plans

It is estimated the Development Engineering Team spend around 120 hours per week providing plan checking services that include the review, assessment, liaison, approval, and response to plans submitted typically from developers, consultants, and contractors. This accounts for ~40% of the team's core functions, partly funded from plan checking engineering fees provisioned under the *Subdivision Act 1989*.

YTD Report

May – December 2023

(8-month period since reporting commenced)

Approx. plan checking services across the year.

- 155 NEW PLANS RECEIVED
- 251 FURTHER INFORMATION RECEIVED
- 290 APPROVALS COMPLETED
- 224 REVISION REQUESTS SENT

72 ↓ from 109

Total of all active plan submissions, including those on hold.

38 ↑ from 21

Plan submissions on hold with further information requested (53%).

13 ↓ from 55

Plan assessments outstanding lodged over 90-days ago (18%).

21 ↑ from 20

Plan assessments outstanding lodged in the last 90-days (29%).

Team Comments

More information requests a result of improved team capacity. Maintaining around 18 outstanding submissions within 90-days. Backlog reduced by 76%. Further service improvements expected in 2024.

Lodged vs. Completed

Of the 316 plan submissions lodged in the Pathway system since February 2022, 244 (77%) have been completed.

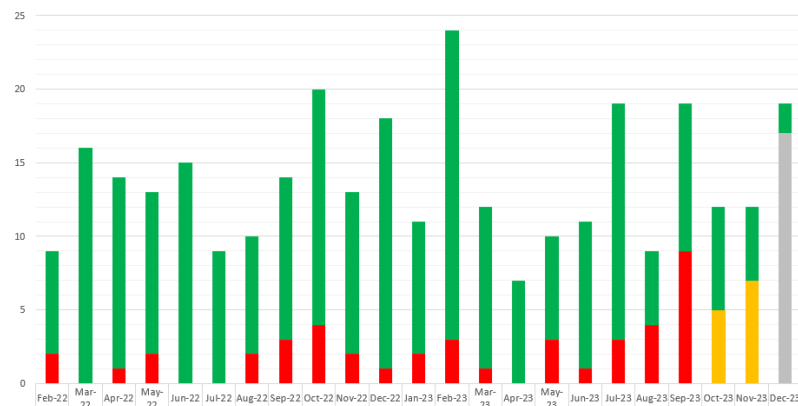


Figure 1 - Green = Completed; Red = >90-days; Orange = <90-days; Grey = <30-days

There are 72 lodged plan submissions still active, down from 109 in April 2023 (34% reduction). Note active submissions may have multiple requests for further information and assessments before being completed.

Outstanding Assessments

Of the 34 plan submissions outstanding, 13 (38%) are >90-days, 8 (24%) are between 30 to 90 days, and 13 (38%) <30-days.

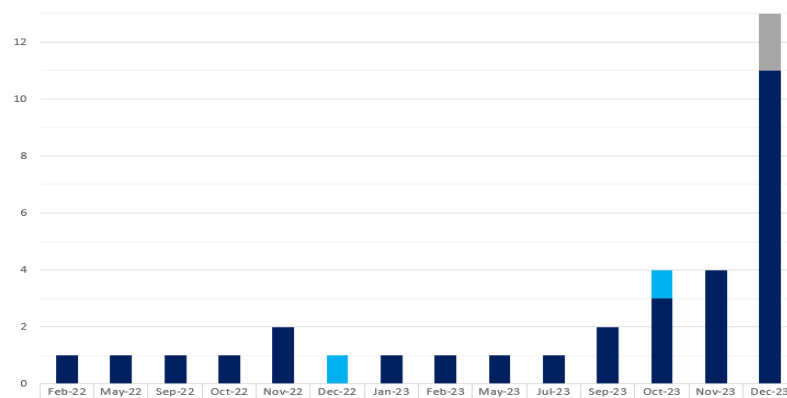


Figure 2 - Light Blue = Functional Design; Dark Blue = Detailed Design; Grey = Recently Lodged



**Annual Action
Plan 2023–2024**
Quarter 2 Progress Report



CITY OF BALLARAT
**Council Plan
2021–2025**



CITY OF BALLARAT
Council Plan 2021–2025
Annual Action Plan 2023–2024



ACTION SUMMARY

BY PERFORMANCE

11 BEHIND SCHEDULE

26 MONITOR

108 ON SCHEDULE/COMPLETED

24 ONGOING






ACTION PERFORMANCE AND TIMEFRAME

Timeline Legend: ■ On Schedule ■ Monitor ■ Behind Schedule ■ Complete ■ Ongoing




Annual Action Plan - 2023 - 2024


OUR GOALS - 1 An Environmentally Sustainable Future



STRATEGIC OBJECTIVE - 1.1.1 Transition Towards Zero Emissions

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.1.1.1 Support solar energy efficiencies installations on community buildings | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Providing ongoing support and advice to the Sustainable Environment team on all current and future solar installations on community buildings in regard to building condition and future maintenance requirement for 23/24.</p> | | | | | | | | | | |
| 1.1.1.2 Engage with key stakeholders and community to help deliver the Net Zero community emissions target | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: The City of Ballarat joined two programs to support businesses actions toward net zero emissions in 2023-2025. CitySwitch, led by the City of Sydney, is a national program to facilitate office-based businesses identifying and implementing measures to reduce carbon emissions. Business Renewables Buying Groups, led by the City of Yarra, targets large electricity consuming businesses in forming groups for power purchase agreements to procure renewable energy. Promotion of CitySwitch is underway and promotion of the Business Renewables Buying Group will begin in January 2024.</p> | | | | | | | | | | |
| 1.1.1.3 Invest in key initiatives including methane capture, renewable energy, green vehicles and energy efficiency | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: A second electric vehicle for Council's fleet was procured. A community battery investigation in partnership with the Central Victorian Greenhouse Alliance is currently underway. An energy audit of the Ballarat Aquatic & Lifestyle Centre has been completed. Heat pumps have been identified as an energy saving opportunity. Council is currently preparing for grant opportunities to support this work.</p> | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.1.2 Transition Towards Zero Waste




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.2.1 Identify opportunities to trial innovation in road construction using in situ materials and recycled materials | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: The city is continuing to trial road materials using recycled materials in asphalt including crushed glass, ink toner, soft plastics, recycled asphalt and furnace slag from the steel industry. A new recycled rubber additive (graphene) will also be trailed for the first time in 2024/25 under partnership with MKPro Engineering and Federation University. Use of recycled crushed concrete will continue as a base material for footpath construction and a new recycled plastic reinforcing mesh will be trailed for the first time in concrete footpaths. 100% recycled plastic storm water pipes are being trialed for the first time in Ballarat in the 23/24 FY under the drainage capital works program.</p> <p>Technology additives such as Terra Liquid 3000 will be trialed in a larger section of rural road reconstruction. This liquid treats in situ road base material to minimise the use of virgin quarry products.</p> | | | | | | | | | | |
| 1.1.2.2 Continue to work with the Victorian Government to progress a circular economy precinct of regional significance | 01-07-2023 | 30-06-2024 | 51 |  GREEN | | | | | | |
| <p>Progress Comments: Request for proposals for the processing of regional materials (Residual Waste, Recyclables and Organics) are currently released for responses. This is focused on attracting processing to the region and within a circular economy precinct.</p> | | | | | | | | | | |
| 1.1.2.3 Continue with projects that support development of the circular economy | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Continue working with local community groups to increase local reuse and repair of items, including e-waste items such as televisions and computers.</p> <p>Supporting local businesses to send less waste to landfill and increase recycling by providing free access to the ASPIRE resource exchange platform, as well as a circular economy training course for hospitality and retail businesses and investigating opportunities to assist businesses in Ballarat's CBD to improve waste and recycling practices.</p> | | | | | | | | | | |
| 1.1.2.4 Develop the Kerbside Transition Plan commensurate with the state-wide reforms of the Recycling Victoria Policy 2020 | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | | | | | | |
| <p>Progress Comments: Following two rounds of community consultation, the following recommendations for changes to kerbside waste and recycling services were endorsed by Council at the October 2023 Council Meeting: introduction of a weekly food organics and garden organics collection, household waste collection to become fortnightly, introduction of a monthly glass collection and commingled recycling collections to remain unchanged.</p> <p>An extensive community engagement and education campaign will be conducted over 2024 before the introduction of the weekly food organics and garden organics service and the change to fortnightly household waste collection.</p> <p>Officers will also review the impact of the recently introduced Container Deposit Scheme before implementing the monthly glass collection.</p> | | | | | | | | | | |
| 1.1.2.5 Explore opportunities to retain the value of waste materials locally | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Working with six neighbouring councils and Central Highlands Water, officers released three market processes seeking industry proposals that will improve the management of organics, recycling and residual waste material streams in our region. The evaluation of the processes will be completed by early 2024.</p> | | | | | | | | | | |




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.2.6 Support the community and business to reduce waste generation and improve the quality and contamination levels of waste and recycling streams | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| Progress Comments: Education through social media posts is ongoing. The implementation of the Food Organics in Garden Organics (FOGO) bins will include a planned education campaign aimed at reducing contamination. | | | | | | | | | | |
| 1.1.2.7 Update the Resource Recovery and Waste Management Strategy | 01-07-2023 | 30-06-2024 | 45 |  GREEN | | | | | | |
| Progress Comments: Community engagement undertaken in October. A summary of 'what we heard' from the Community was presented to Council in December. Council agreed to proceed with an update of the Resource Recovery and Waste Management Strategy. A draft to be presented to Council in April for community consultation. | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.1.3 Support Communities to be Adaptive and Resilient to a changing climate



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.3.1 Develop Community Garden Policy and Guidelines | 01-07-2023 | 30-06-2024 | 20 |  AMBER | | | | | | |
| Progress Comments: Research is continuing which includes internal and external meetings. Guidelines draft is progressing. | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.1.3.2 Undertake annual tree planting as per the Urban Forest Plan to meet 40 per cent tree canopy cover | 01-07-2023 | 30-06-2024 | 65 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Watering and formative pruning is underway for the 850 newly planted trees. | | | | | | | | | | |
| 1.1.3.3 Continue partnership with Central Highlands Water to implement improved access to recycled and storm water for sports grounds | 01-07-2023 | 30-06-2024 | 25 |  AMBER | <div style="width: 25%; height: 10px; background-color: orange;"></div> | <div style="width: 25%; height: 10px; background-color: orange;"></div> | <div style="width: 25%; height: 10px; background-color: orange;"></div> | <div style="width: 25%; height: 10px; background-color: grey;"></div> | <div style="width: 25%; height: 10px; background-color: grey;"></div> | <div style="width: 25%; height: 10px; background-color: grey;"></div> |
| Progress Comments: Design of Wendouree West and Victoria Park alternative water systems near complete, with construction set to occur in 2024. | | | | | | | | | | |
| 1.1.3.4 Report on our solar energy output and savings on City of Ballarat facilities, and continue to rollout installations at other sites | 01-07-2023 | 30-06-2024 | 45 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Total solar capacity at 11 City of Ballarat facilities is 305.5 kW. During the financial year 2022-2023, these systems generated nearly 400 MWh of solar power, with over 70% (282 MWh) directly used on-site and the remaining 30% (117 MWh) exported to grid. Total savings to these sites are approximately \$61,278, including 86% of electricity costs offset and 14% of revenue from solar export. An additional 208kW of solar is currently being rolled out. | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.1.4 Provide Lower Carbon Transport Options




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--|--|--|--|--|--|
| 1.1.4.1 Deliver annual capital projects that expand the City's footpath and bicycle path networks | 01-07-2023 | 30-06-2024 | 32 |  AMBER | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 0%; background-color: #6c757d;"></div> | <div style="width: 0%; background-color: #6c757d;"></div> |
| <p>Progress Comments: Major capital projects for this year include new off-road trail link between Victoria Park towards Doug Dean Reserve (Sutton St Trails and Connections) + partnership projects with Regional Roads Victoria including new crossings at Humffray Street North, Doveton Street North and Market Street. Sutton St Trails and Connections - Currently out for tender. Anticipate April/May Construction Ped Crossing Humffray St - currently being redesigned Doveton St Ped Operated Signals - seeking RRV Approval Market St Pedestrian Crossings and Shared Paths - Under Construction</p> | | | | | | | | | | |
| 1.1.4.2 Develop an Integrated Transport Plan which will identify future capital works that help to deliver lower carbon transport options across the City | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 33%; background-color: #28a745;"></div> | <div style="width: 33%; background-color: #28a745;"></div> | <div style="width: 33%; background-color: #28a745;"></div> | <div style="width: 33%; background-color: #28a745;"></div> | <div style="width: 33%; background-color: #28a745;"></div> | <div style="width: 33%; background-color: #28a745;"></div> |
| <p>Progress Comments: Development and refinement of the scope of the Integrated Transport Strategy continues to progress. Current progress includes: 1) a review of existing council strategies and plans, 2) a gaps analysis, 3) surveys and 4) alignment with current strategic land use projects. Significant collaboration with Department of Transport and Planning to occur in first half of 2024 to ensure alignment with State strategies and infrastructure projects.</p> | | | | | | | | | | |
| 1.1.4.3 Develop a city-wide new Footpath Strategy | 01-07-2023 | 30-06-2024 | 33 |  AMBER | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 25%; background-color: #ffc107;"></div> | <div style="width: 0%; background-color: #6c757d;"></div> | <div style="width: 0%; background-color: #6c757d;"></div> |
| <p>Progress Comments: This project has been endorsed by the Enterprise Project Management Office. A Project Manager has been assigned and a consultant selected, and we are underway with the project with community consultation commencing in February 2024.</p> | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.1.5 Improve Stewardship of our Natural Resources and Protection and Enhancement of our Biodiversity

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.5.1 Continue to support environmental and community groups to achieve shared natural resources objectives with the City of Ballarat | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Ongoing involvement with community groups to support and encourage the ongoing management of the natural resources across our open space assets. Development of vegetation management plan specifically for Sparrow Ground Reserve has been completed. | | | | | | | | | | |
| 1.1.5.2 Complete Biodiversity Strategy and Biodiversity Values and Connections Study (key strategy action) | 01-07-2023 | 30-06-2024 | 40 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Community, government agency and internal Council engagement is now complete. The Biodiversity Strategy is currently being written and a draft will be presented to Council in 2024 for formal community consultation. | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.1.6 Adopt more Sustainable Practices in our Core Business and Operations



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.6.1 Construct more sustainable infrastructure through design, use of alternative materials and technology innovation | 01-07-2023 | 30-06-2024 | |  ONGOING | █ | █ | █ | █ | █ | █ |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: As per item 1.1.2.1</p> <p>The city is continuing to trial road materials using recycled materials in asphalt including crushed glass, ink toner, soft plastics, recycled asphalt and furnace slag from the steel industry. A new recycled rubber additive (graphene) will also be trialed for the first time in 2024/25 under partnership with MKPro Engineering and Federation University. Use of recycled crushed concrete will continue as a base material for footpath construction and a new recycled plastic reinforcing mesh will be trialed for the first time in concrete footpaths. 100% recycled plastic storm water pipes are being trialed for the first time in Ballarat in the 23/24 FY under the drainage capital works program.</p> <p>Technology additives such as Terra Liquid 3000 will be trialed in a larger section of rural road reconstruction. This liquid treats in situ road base material to minimise the use of virgin quarry products.</p> | | | | | | | | | | |
| 1.1.6.2 Pursue road construction techniques with less reliance on virgin quarry materials and more sustainable practices | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: Trial use of Terra Liquid 3000 continuing for 23/24. As per 1.1.2.1</p> | | | | | | | | | | |
| 1.1.6.3 Deliver sustainable heating, cooling and insulation solutions in community facilities throughout buildings via our asset renewal program | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Providing ongoing sustainable solutions through specific heating and cooling projects in community facilities throughout 23/24.</p> | | | | | | | | | | |
| 1.1.6.4 Continue to progress the work towards a new Ballarat Animal Shelter that is aimed towards sustainable building outcomes | 01-07-2023 | 30-06-2024 | 15 |  RED | | | | | | |
| <p>Progress Comments: The tender for designs has been announced and design works will commence January 2024.</p> | | | | | | | | | | |





| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.1.6.5 Development of an Environmental Management System to reduce and manage environmental impacts and responsibilities while operating efficiently | 01-07-2023 | 30-06-2024 | 11 |  RED | | | | | | |
| <p>Progress Comments: Environmental Aspects and Impacts report received and undergoing review. Next steps will then be scoped to move towards an Environmental Management System.</p> | | | | | | | | | | |


OUR GOALS - 2 A Healthy, Connected and Inclusive Community

STRATEGIC OBJECTIVE - 1.2.1 Provide a socially equitable response to municipal growth and change


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| 1.2.1.1 Contribute to the development and implementation of a Diverse and Affordable Housing Action Plan | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Further drafting of the Action Plan has occurred based on feedback from the forum held in August and from the Housing Strategy consultation with another internal working group session held in December. Planned briefing to Councillors early in 2024.</p> | | | | | | | | | | |
| 1.2.1.2 Implement the Community Infrastructure Plan (2022-2037) | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Alfredton (Ballymanus) Community Hub (interim name) construction is tracking to time and budget. Facility to be operational for kindergarten program in 2024.</p> <p>Sebastopol Community Hub detailed design in final stages. Successful with two grant applications for this project.</p> <ul style="list-style-type: none"> * \$4,500,000 Federal funding Investing in Our Communities Program * \$4,500,000 Victorian School Building Authority, Building Blocks Program. <p>Eastwood Leisure Complex Redevelopment, Principal Design Consultant appointed. Progressed to second stage of Growing Regions Program and grant application is in development. Social heritage assessment complete.</p> <p>Lucas Community Hub extension detailed designs complete. Project successful in grant application for \$1,500,000 Victorian School Building Authority application.</p> <p>Feasibility and concept planning work in progress for Buninyong Kindergarten and Delacombe Community Kindergarten.</p> <p>Updated timeframes for projects identified in the Community Infrastructure Plan 2022 - 2037 is in progress to respond to policy change within the early years sector.</p> | | | | | | | | | | |
| 1.2.1.3 Complete construction of facility currently known as Alfredton Community Hub and commence kindergarten operations | 01-07-2023 | 30-06-2024 | 95 |  GREEN | | | | | | |
| <p>Progress Comments: Practical completion achieved on 21 December 2023. Early Childhood Education service approval underway with State Government Children's Services regulators inspecting licensed areas. On track for kindergarten program to commence Term 1, 2024. Community hub activation on track for early 2024.</p> <p>Currently undertaking community consultation via MySay for proposed renaming of facility to Djila-tjarri Community Hub and Kindergarten. Djila-tjarri (pronounced Jilla-ja-roo) is Wadawurrung language meaning 'place of play'. The City of Ballarat has collaborated with the Wadawurrung Traditional Owner Aboriginal Corporation to receive language permission for use of the name Djila-tjarri.</p> | | | | | | | | | | |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.1.4 Complete feasibility study on development of new integrated youth hub | 01-07-2023 | 30-06-2024 | 80 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Consultation has occurred with young people, community and youth sector stakeholders. Consultant currently finalising report and site option analysis.</p> | | | | | | | | | | |
| 1.2.1.5 Carry out a feasibility study on the use of a flexible mobile vehicle to expand provision of outreach programs and services in community locations | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Request for quote has been submitted for library kiosk, due to close in January 2024 with Kiosk then able to be ordered. Recruitment for two Community Hub and Outreach positions nearly complete with new staff expected to start by end of January 2024.</p> | | | | | | | | | | |
| 1.2.1.6 Carry out feasibility studies for a future relocated Wendouree Library and Community Hub and a future Delacombe Town Centre Library and Community Hub | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Preliminary work on concept plan costing and soil testing is being undertaken for the future Wendouree Library and Learning Centre. A future business case will be developed to enter into the detailed design phase of this project. Further work on this project will be carried out to ensure that we have assessed existing buildings within this precinct for their suitability as a future library space.</p> | | | | | | | | | | |
| 1.2.1.7 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 | 01-07-2023 | 30-06-2024 | |  ONGOING | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> |




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: This is an ongoing action for the library service. Library customers can now request library items through the Ballarat Research Hub at Eureka and also return items to this location. Further work to establish a small quick picks collection of high interest library resources will be carried out within the next 6 months.</p> | | | | | | | | | | |
| 1.2.1.8 Implement Active Women and Girls Action Plan | 01-07-2023 | 30-06-2024 | 75 |  GREEN | | | | | | |
| <p>Progress Comments: Work is continuing on the new Fair Access Policy that is being introduced across the State and needs to be adopted by Council by June 2024. An internal working group has been established and a draft policy has been reviewed by the Office for Women in Sport and Recreation and other key stakeholders. The local sporting community is being surveyed around the policy and an action plan is being developed. Recent projects have been completed that have improved the opportunities for women and girls in sports across Ballarat, this will continue to be a focus as part of the recreation capital program. The direction is to formally review and refresh the Active Women and Girls Strategy during the 2024/25 financial year.</p> | | | | | | | | | | |




STRATEGIC OBJECTIVE - 1.2.2 Enhance social cohesion, address social isolation and loneliness and support our vulnerable communities



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.2.1 Ensure provision of up-to-date information about services and activities in Ballarat through the establishment of an online community directory | 01-07-2023 | 30-06-2024 | 30 |  AMBER | | | | | | |
| <p>Progress Comments: Working group has been developed with regular meetings to assess and address request for quote applications.</p> | | | | | | | | | | |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.2.2 Participate in the Ballarat Community Safety Partnership | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Continued administration support provided to the Partnership in addition to participation in quarterly meeting in November. Key to the meeting was a presentation about the work being delivered within the Empowering Communities project.</p> | | | | | | | | | | |
| 1.2.2.3 Implement and embed Multi-Agency Risk Assessment and Management (MARAM) framework and Child Safe Standards across all in scope City of Ballarat services, policies and frameworks | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Embedding of MARAM framework occurring within Family, Youth and Children's Services portfolio. Team members are participating in training and Community of Practice sessions when available. All Childrens Services team members have attended child safe and family violence training. The team are also implementing new documentation and record keeping protocols to support MARAM alignment and Child Information Sharing/Family Violence Information Sharing requirements. A draft Family Violence Policy has been developed.</p> | | | | | | | | | | |
| 1.2.2.4 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 | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: We continue to work with family violence organisations, health services and family support services to embed primary prevention practices in our programs and support connection to specialist services when required. We continue to offer family violence support at Parent Place. Our staff regularly undertake training.</p> | | | | | | | | | | |
| 1.2.2.5 Celebrate and encourage diversity and stimulate cross-cultural conversation and understanding | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: The library categorises culturally based programs under the banner of 'Stronger and more Creative Communities'. These are programs where the primary focus is to support expressions of culture, identity and community pride. In Quarter 2, libraries hosted 16 of these programs with a total attendance of 550 people.</p> <p>Libraries supported the Future Founders program initiative during 16 Days of Activism and provided support, promotions and public awareness of Council's programs for this initiative. Highlights included the delivery of spring school holiday program across the municipality.</p> | | | | | | | | | | |
| 1.2.2.6 Continue delivery of the Ageing Well Social Connections program | 01-07-2023 | 30-06-2024 | 70 |  GREEN | | | | | | |
| <p>Progress Comments: A regular timetable of social connection and physical wellbeing programs have been established at multiple locations across the municipality. Examples of activities have included Tai Chi, Pilates, Qi Qong, Dance for mobility and balance, movies at cinemas and activation of exercise parks. These activities have occurred across locations such as Brown Hill, Lucas, Ballarat East, Delacombe, Mt Pleasant.</p> <p>Planning has commenced for 2024 social activities which will maintain established programs and introduce further activities based on community consultation such as periodic bus trips.</p> | | | | | | | | | | |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.2.7 Develop a new Ballarat Libraries website to provide a seamless online experience for library users and increase the use of online resources and services | 01-07-2023 | 30-06-2024 | 35 |  AMBER | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> |
| Progress Comments: Library website mapping document created. Three quotes received for design and build of new library website. Preferred supplier to be chosen in January 2024. | | | | | | | | | | |
| 1.2.2.8 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 | 01-07-2023 | 30-06-2024 | 75 |  GREEN | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> |
| Progress Comments: A range of programs have been developed and delivered, some in collaboration with other City of Ballarat business units and aligned community partners, aimed at building capacity in adult literacy, digital literacy, health literacy, financial literacy, media/information literacy and financial literacy. | | | | | | | | | | |
| These include regular digital literacy one-on-one sessions delivered at all three library branches, library outreach and Wendouree Neighbourhood House, Tech Cafe in partnership with NBN Co; a series of digital literacy programs run at Lucas community hub in partnership with Aging Well and the Brainary (Coding and robotics for seniors) as part of the Digital Literacy for Seniors grant. | | | | | | | | | | |
| Planning for the reopening and activation of Doveton Street branch has begun and programming will be increased and diversified in 2024. LinkedIn Learning for Libraries will also be implemented in February 2024. | | | | | | | | | | |
| 1.2.2.9 Develop and implement a marketing and promotions plan which uses a variety of media and communication channels to increase awareness and understanding of available library services | 01-07-2023 | 30-06-2024 | 75 |  GREEN | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> |








| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Gender Impact Assessment desktop research underway; comparisons with similar strategies in comparable library services.</p> | | | | | | | | | | |
| 1.2.2.10 Develop, deliver and/or host a range of reading, social and lifestyle programs that appeal to a wide cross-section of the Ballarat community | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: The library categorises reading, social and lifestyle programs under the broad heading of 'Personal Development and Wellbeing'. In Quarter 2, libraries delivered 22 programs in this category with a total attendance of 181 people.</p> <p>Examples include Spring Reading Party, end of year collection wrapup, author talks, participation in Senior's Festival activities, social connection activities in library branches. A highlight was community education sessions offered during Media Literacy week to educate and provide confidence in assessing information sources online and in the media.</p> | | | | | | | | | | |
| 1.2.2.11 Establish and strengthen partnerships with aligned service and cultural organisations and deliver a series of culturally based programs | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: The library categorises culturally based programs under the banner of 'Stronger and more Creative Communities'. These are programs where the primary focus is to support expressions of culture, identity and community pride. In Quarter 2, libraries hosted 16 of these programs with a total attendance of 550 people.</p> <p>Examples of where this was done in partnership in Quarter 2 include participation in Ballarat Regional Multicultural Council open days; promotion and delivery of Little Languages program at Wendouree Library.</p> | | | | | | | | | | |
| 1.2.2.12 Investigate the City of Ballarat becoming a United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |





| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Work has continued on this action, both external and internal networks have been developed and will continue into 2024. The officer responsible for this action has been participating in the Australian Learning Communities Network and delivered a session profiling City of Ballarat and the progress being made in areas related to Lifelong Learning.</p> | | | | | | | | | | |
| 1.2.2.13 Implement Ballarat Aquatic and Leisure Centre (BALC) inclusion Program | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Pride night delivered in October with 50+ attendees International Young person Swim and Survive workshop in December with 10 nationalities represented PAL2 Aquatic hoist launched 210 x 7 day swim passes donated to YMCA's Bags of Joy, for at risk young people 12 Family passes donated asylum seekers and financially vulnerable via Ballarat Community Health and Uniting Church 12 x 3 month in-kind memberships donated to families via partnership with CAFS 30 x Family swim passes donated to participants of Supported Playgroups 5 LLEN tours/work experience days In partnership with AusActive and VIC Health, 11 students with intellectual disabilities participated in youth exercise program at BALC 23 adults learnt to swim in the Allianz sponsored Swim Program delivered by BALC</p> | | | | | | | | | | |
| 1.2.2.14 Continue to engage with other local, state and federal departments to identify strategies to assist with supporting better social cohesion, isolation/loneliness and vulnerable communities across all areas of regulatory services | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Regulatory services partner with Victoria Police, Uniting Care, Victorian Liquor Control, DEECA, Agriculture Victoria, other local councils and State departments to regularly support vulnerable communities, as we identify where there is additional support required. This is an ongoing strategy adopted by the Regulatory Services team in an effort to gain compliance.</p> | | | | | | | | | | |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.2.15 Provide programs and support through the Ballarat Animal Shelter | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Support is provided through the Ballarat Animal Shelter for vulnerable communities and groups. One example is the provision of the emergency boarding program for pets of people escaping domestic violence.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.2.3 Support and improve community learning, health and wellbeing


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.3.1 Implement and report on Council's Municipal Public Health and Wellbeing Plan (2021-2031) | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Annual review undertaken and presented to Council. Case studies prepared for the 6 health priority areas of the Health and Wellbeing Plan. Local Food Coalition met in October and November – developed a series of actions for 2024 – 2025 including an edible food trail, forum, food literacy for early years, newsletter and community orchard. Participated in evaluation for Sons and Daughters of the West programs.</p> | | | | | | | | | | |
| 1.2.3.2 Deliver the Live4Life program (youth mental health and wellbeing program) to Ballarat secondary schools | 01-07-2023 | 30-06-2024 | 90 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| <p>Progress Comments: Ballarat Live4Life partnership group meeting monthly. Community funds secured through West Vic Primary Health Network and Ballarat & District Suicide Awareness Network to support Ballarat Live4Life program. 8 x Secondary schools have delivered Teen Mental Health First Aid Training to Year 8 level students. 1 x Secondary school also delivered Teen Mental Health First Aid training to Year 10 level students. 8 Secondary schools have achieved 10% of teaching staff trained in Youth Mental Health First Aid. 22 community members participated in Youth Mental Health First Aid community course. 19 x Teen Mental Health First Aid instructors trained. Additional 11 - 13 people to be enrolled in November 2023 course. 4 x Youth Mental Health First Aid instructors trained. 2 additional secondary schools joining Ballarat Live4Life program in 2024 bringing a total of 10 Ballarat secondary schools. Planning in motion for rollout to Year 8 and 10 students in 2024.</p> | | | | | | | | | | |
| 1.2.3.3 Develop and deliver kindergarten operations at the new facility currently known as Alfredton Community Hub and Rowan View Children's Centre from Term 1, 2024 | 01-07-2023 | 30-06-2024 | 90 |  GREEN |  |  |  |  |  |  |
| <p>Progress Comments: Occupancy Certificate issued 20 December 2023. Department of Education Early Childhood Service approval commenced in December 2023. Kindergarten enrolments open. Recruitment underway for Early Childhood Educators to operate kindergarten. Equipment delivery expected early January. Library and Learning Services currently recruiting for officer to activate and manage hub operations.</p> | | | | | | | | | | |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|---|--|--|--|--|--|--|
| 1.2.3.4 Implement year two of the Libraries and Learning Strategy | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Year two of the Libraries and Learning Strategy has commenced, many of the proposed actions such as a new website and a kiosk at the Lucas Hub are currently in the project management phase and will be implemented by the end of the financial year.</p> | | | | | | | | | | |
| 1.2.3.5 Construct new synthetic bowling green at City Oval Bowls Club | 01-07-2023 | 30-06-2024 | 35 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| <p>Progress Comments: The tender for the construction of the new synthetic bowling green at City Oval bowls Club has been awarded. Officers are working closely with the club to establish the most effective program for the commencement and completion of the project to minimise disruption.</p> | | | | | | | | | | |
| 1.2.3.6 Construction of a new Splash Park at Brown Hill Reserve | 01-07-2023 | 30-06-2024 | 30 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| <p>Progress Comments: The demolition of the pool has been completed and the design consultants have been appointed to complete the design of the splash park and surrounding precinct that is defined as stage one of the Brown Hill Master Plan.</p> | | | | | | | | | | |
| 1.2.3.7 Implement Active Ballarat Action Plan | 01-07-2023 | 30-06-2024 | 75 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Two club/sport forums were run in December 2023 which were well attended and provided an overview of the Recreation Services team and how we can best service the local sporting community moving forward. Key sporting infrastructure projects for 2024/25 are currently being prepared and the Recreation Infrastructure Plan project which will identify the priorities for investment in sporting facilities over the next 15 years has commenced. The master plan implementation works at Marty Busch Reserve and Brown Hill Recreation Reserve are progressing, as well as the Commonwealth Games legacy projects planning with State Government.</p> | | | | | | | | | | |
| 1.2.3.8 Begin implementation of Stage One of the Marty Busch Master Plan | 01-07-2023 | 30-06-2024 | 35 |  AMBER | | | | | | |
| <p>Progress Comments: Construction of the new No. 2 Oval is well advanced with turf scheduled to be laid in January. The tender for the No.2 Oval lighting has also been awarded. Design services for the netball court and cricket nets have been awarded and initial concepts and costings for the No.2 oval changerooms has also commenced.</p> | | | | | | | | | | |



STRATEGIC OBJECTIVE - 1.2.5 Prioritise reconciliation with Aboriginal and Torres Strait Islander Peoples




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.5.1 Commence implementation of a new Reconciliation Action Plan (2023-2025) | 01-07-2023 | 30-06-2024 | 0 |  RED | | | | | | |
| <p>Progress Comments: * New Reconciliation Action Plan still being finalised. * Monthly Koorie Action Group facilitated. * Event planning and preparations underway for Dawn Survival Ceremony 26 January 2024. * Community engagement proposal to further engage Ballarat community about council led activities on 26 January (from 2025) endorsed by Council on 13 December 2023.</p> | | | | | | | | | | |





| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--|--|--|---|---|---|
| 1.2.5.2 Delivery of child, youth and family initiatives in the Reconciliation Action Plan (RAP) | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) have provided approval for the facility currently known as Alfredton Community Hub proposed to be called Djila-tjarrii Community Hub and Djila-tjarrii Kindergarten. Council are currently seeking community feedback on the proposed name prior to seeking approval to gazette Djila-tjarrii as the official name of the facility. The WTOAC has also provided approval for dual language for room names within the facility.</p> | | | | | | | | | | |
| 1.2.5.3 Collaborate with Aboriginal and Torres Strait Islander elders and the community to inform adoption of the Aboriginal and Torres Strait Islander Library Information and Resource Network (ATSILIRN) Protocols for Libraries, Archives, and Information Services | 01-07-2023 | 30-06-2024 | 25 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> |
| <p>Progress Comments: Quarter 2: Work has been completed on the library collection development guidelines, which now reflect pertinent ATSILIRN protocols. Additional training has taken place to introduce relevant library staff to the new 'Guidelines for First Nations Collection Description' for the Australian Library sector. This was training at a national level, under auspices of National Library of Australia.</p> <p>Pre de-colonisation work on the collection has been completed with a sample size of the collection being reviewed and identified for closed access. This provides information on the level and extent of works to be undertaken. Next steps will include planning for consultation.</p> | | | | | | | | | | |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.5.4 Recognition through our Recreation Capital Program through our Flags and Plaques Installation Plan | 01-07-2023 | 30-06-2024 | 30 |  AMBER | | | | | | |
| <p>Progress Comments: The Recreation Services unit is currently developing a cultural heritage education program in conjunction with Traditional Owners. The aim will be to establish a program that can be implemented by mid 2024.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.2.6 Provide opportunities for children, young people and families



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.6.1 Deliver VicHealth Creating environments and opportunities for healthy tweens in Ballarat Program | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: First agreement period completed. Delivered a series of 4 webinars on empowering parents and school staff to understand and discuss vaping harms as part of the VicHealth project. Participated in a state wide celebration day for the VicHealth partnership with presentations from a panel of 4 local youth volunteers. Finalised second VicHealth partnership agreement to end Dec 2025.</p> | | | | | | | | | | |
| 1.2.6.2 Continue child and family focused children's activities | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: We continue to provide opportunities for parents, carers and children to connect with others. Some of the events and activities such as Aboriginal and Torres Strait Islander Children's Day are focused specifically on children and families while others are embedded in broader community events and activities. We run activities each week at Parent Place and coordinated a range of Children's Week activities, including an intergenerational event.</p> | | | | | | | | | | |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.6.3 Continue implementation of Municipal Early Years Plan | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: The first year implementation report for the Municipal Early Years Plan was presented to Council in June. We continue to work on actions that span multiple years of the plan and are now working on some of the main actions of the second year of the plan, including developing a community directory and developing a children's brains trust.</p> | | | | | | | | | | |
| 1.2.6.4 Implement the Youth Strategy | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Internal implementation plan developed and circulated across relevant Council business units. Progress of actions monitored regularly and integrated into workplans of Youth Development Officers.</p> <p>Key projects include delivery of Live4Life program, delivery of 4 x youth volunteer/leadership programs and their associated projects and training, delivery of annual programs including Youth Awards and PopCon, delivery of live music events, life skill programs, social connection programs, creative arts programs, activation of places and spaces across the municipality such as Sebastopol Library and Wendouree Neighbourhood Centre, delivery of Victorian Youth Fest in September.</p> <p>Progress commenced on other key projects including Youth Hub Feasibility Study and scheduling of key recreation events like skate competitions.</p> <p>The annual calendar year report of the Youth Strategy will be provided to Council in approx. February/March 2024.</p> | | | | | | | | | | |
| 1.2.6.5 Continue to strengthen partnerships with the youth services team, youth councils/advisory groups and with relevant community organisations and agencies | 01-07-2023 | 30-06-2024 | |  ONGOING | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: In Quarter 2, libraries continued to hold fortnightly Dungeons and Dragons program for young people at Sebastopol Library, as well as extending this program to the Wendouree Neighbourhood Centre. The establishment of the Small Spaces garden at Sebastopol Library was promoted to it's target audience through Youth Services partnerships.</p> | | | | | | | | | | |
| 1.2.6.6 Increase opportunities for children and adults with additional needs to access library programs (by working with people and groups with lived experience) | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: In Quarter 2, the community consultation phase for the Quarter 1 sensory storytime kits was completed. The consultation period has been extended to allow for more responses. The reaction to this initiative has been very positive.</p> | | | | | | | | | | |
| 1.2.6.7 Work in partnership with Family and Children's services to ensure that all early years literacy programs are evidence based in all libraries | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: Quarter 2: This objective continues to be paused while waiting for the release of updated best practice indicators by State Library of Victoria.</p> | | | | | | | | | | |
| 1.2.6.8 Continue the delivery of the PlaySpace Strategy | 01-07-2023 | 30-06-2024 | 41 |  GREEN | | | | | | |
| <p>Progress Comments: Cuthbert's Road and College Street playspace equipment has been installed, landscaping works are almost complete, planning underway to replace Carousel at Victoria Park Inclusive Playspace . Planning underway for Cardigan Village Reserve upgrade.</p> | | | | | | | | | | |
| 1.2.6.9 Delivery of the Skate and Active Recreation Program | 01-07-2023 | 30-06-2024 | 40 |  GREEN | | | | | | |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Council has awarded the design project of the Len T Fraser upgrade. Initial consultation has concluded and the initial concepts and cost estimate are currently being reviewed. This will inform the next stage of consultation and project scope finalisation. The RFQ process for upgrades at Buninyong and Learmonth per the 2023/24 program will follow shortly. The Miners Rest project will be considered further during consultation with community on the new sporting reserve project initiated through the Commonwealth games legacy projects program.</p> | | | | | | | | | | |
| 1.2.6.10 Provide work placement, work experience and volunteer opportunities through the Ballarat Animal Shelter | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: The Ballarat Animal Shelter regularly accommodates work experience placements on an ongoing basis.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.2.7 Support our ageing community



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.7.1 Advocate for Age-Friendly Communities and commence the accreditation process for the WHO Age-Friendly Cities | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: The membership application to join the Global Age Friendly Cities and Communities Network has commenced and is expected to be completed by March 2024.</p> | | | | | | | | | | |
| 1.2.7.2 Develop and facilitate networks and partnerships in the community to develop opportunities for residents as they age | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Ageing Well Services continues to maintain and develop networks and partnerships. A key initiative delivered during this period was Ballarat Seniors Expo which involved partnerships with various services and community groups.</p> <p>Ageing Well Services also plays a key role:</p> <ul style="list-style-type: none"> - in facilitating meetings with neighbouring local governments to collaborate and maintain awareness of changes to Aged Care sector. - Liaising and providing support to Senior Citizen’s clubs in Ballarat on individual basis and coordinating joint quarterly meetings of all clubs. - With the Community Connector program liaising with key community centres, neighbourhood houses and libraries to assist in navigating services. | | | | | | | | | | |
| 1.2.7.3 Establish a range of intergenerational programs focused on outcomes of building respect, reducing ageism and elder abuse in the community | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: In Quarter 2, libraries worked with the Ageing Well team to contribute to the Seniors Festival. Libraries also partnered with the Ageing Well team to deliver Ageism Awareness creative competition, focused on raising awareness of ageism, and reducing ageist stereotypes. Libraries also worked in partnership with Children's and Family Services and the Ageing Well team to deliver community programs during Children's Week.</p> | | | | | | | | | | |
| 1.2.7.4 Continue to support residents to transition to new CHSP (Commonwealth Home Support Package) providers through the community connection program following the withdrawal of home service provision by the City of Ballarat | 01-07-2023 | 30-06-2024 | 70 |  GREEN | | | | | | |


City of Ballarat

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Ageing Wells Services Community connector program continues a timetable of outreach services at various locations across the community with examples including Sebastopol and Wendouree Library, Seniors Expo 2023, and Wendouree Neighbourhood House.</p> <p>Communications continue with former CHSP clients to assist in confirming transition, navigating available community services, and promoting ways to connect to new City of Ballarat Ageing Well Services programs.</p> | | | | | | | | | | |
| 1.2.7.5 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 | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: Quarter 2: Libraries delivered Home Library Service, film screenings, reading related programs and family history workshops. Libraries also provided programs towards the Seniors Festival, and also hosted the final complement of digital literacy sessions under the Digital Literacy for Seniors (Victorian government funded) grant program. This is specifically for over 50s.</p> <p>Partnerships were provided with Ballarat Hackerspace and Ballarat Libraries for Try One Thing, aimed at introducing seniors to new technologies and new equipment.</p> <p>The final complement of digital literacy classes for over 55s were delivered under the Be Connected grant program. Book Clubs and book chats at each branch provided reading and social wellbeing opportunities.</p> | | | | | | | | | | |
| 1.2.7.6 Continue delivery of facility maintenance and renewal programs such as public toilets, painting, playground, open space and street furniture | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Ongoing program of works delivering facility maintenance and renewal programs such as public toilets, painting, playground, open space and street furniture.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.2.8 Enhance Ballarat as a diverse, inclusive and compassionate community


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.8.1 Implement and report on Council's Disability Access and Inclusion Plan (2022-2026) | 01-07-2023 | 30-06-2024 | 70 |  GREEN | | | | | | |
| <p>Progress Comments: * Victoria Park Sensory Stay and Play Zone Project completed and officially opened on 21 December. * All capital works completed for the Accessibility, Arts and Assistance Dogs Project in Ballarat CBD. * International Day of People with a Disability officially recognised in partnership with Ballarat Working Together Group on 27 November. * Successful recruitment of two new community members for Disability Advisory Committee following Expression of Interest process. * Portable Hearing Loop provided at two Council Events and two Community Events in November and December. * 'How you frame it' Art Exhibition held in partnership with Ballarat Mental Health Collective in October. * Disability Advisory Committee meeting in October.</p> | | | | | | | | | | |
| 1.2.8.2 Implement and report on Council's Inclusion Framework | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | | | | | | |
| <p>Progress Comments: * First year annual implementation report formally endorsed by Council on 13 December.</p> | | | | | | | | | | |
| 1.2.8.3 Implement and report on Council's Intercultural Strategic Plan (2022-2026) | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: * Intercultural Garden Project planning design and engagement phase now concluded prior to project delivery. * x2000 "All of Us 2024 Calendars" circulated throughout Ballarat community. * November Citizenship Ceremony facilitated in partnership with Civic Services. 77 local residents gained citizenship. * Ballarat Friends of Ainaro 20th Anniversary Flag Raising and Celebration Event on 28 November. * Meeting with Philippines Consul General Melbourne (Maria Lourse Salcedo) to discuss Rizal Park Project, December 2023. * Intercultural Ambassadors completed speaking engagements at 2 Citizenship Ceremonies and 1 Community Event. * x2 Intercultural Advisory Committee meetings, October and December. * x3 Ballarat Friends of Ainaro Advisory Committee meetings, October, November, December.</p> | | | | | | | | | | |
| 1.2.8.4 Implement and report on Council's LGBTIQ+ Inclusion Plan (2022-2024) | 01-07-2023 | 30-06-2024 | 65 |  GREEN | | | | | | |
| <p>Progress Comments: * x4 LGBTIQ+ events as part of the Ballarat Seniors Festival in October. * Pride Swim and Gym night in partnership with the BALC in October. * Final review and reflection meeting with outgoing LGBTIQ+ Advisory Committee on 13 November. * New LGBTIQ+ Advisory Committee membership endorsed by Council on 22 November following Expression of Interest process. * World Aids Day Forum held at Ballarat Town Hall on 1 December * Assistance given to Queerways Public Art Project and Ballarat Art Gallery. * Inclusivity training provided to customer facing teams at BALC and Art Gallery.</p> | | | | | | | | | | |
| 1.2.8.5 Embed universal design in all project planning and delivery | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Ongoing across the project portfolio.</p> | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.8.6 Deliver a Gender Equality, Diversity and Inclusion Awareness Program | 01-07-2023 | 30-06-2024 | 10 |  RED | | | | | | |

Progress Comments: Planning has commenced with internal staff from across the City of Ballarat and external stakeholders including Women's Health Grampians, Grampians Health Service and Zonta. The working group recognises that this work needs to be across the whole of Ballarat community approach. Planning around the development of meaningful partnerships to complete this work will commence in Feb 2024, initially led by the City of Ballarat.

STRATEGIC OBJECTIVE - 1.2.9 Prepare proactively for emergencies and natural disasters

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.2.9.1 Develop flood modelling to progress with new flood overlays | 01-07-2023 | 30-06-2024 | 65 |  GREEN | | | | | | |

Progress Comments: Updated flood modelling is being prepared across the City of Ballarat to inform a planning scheme amendment to incorporate statutory flood provisions in the planning scheme. The intention is to safeguard the future developments against flood risk.



| | | | | | | | | | | |
|---|------------|------------|----|---|--|--|--|--|--|--|
| 1.2.9.2 Facilitate Ballarat's Municipal Emergency Management Planning Committee | 01-07-2023 | 30-06-2024 | 41 |  GREEN | | | | | | |
|---|------------|------------|----|---|--|--|--|--|--|--|



Progress Comments: Municipal Emergency Management Planning Committee - facilitated for last quarter of 2023

Final 2023 meeting hosted by FRV and showcased role and capability in the provision of response for the City

Census data, presentation targeted to MEMPC members.




Attendance at Incidents Control Centre exercise facilitated by DEECA training.

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.2.9.3 Lead Council’s Planning, Preparedness, Response and Recovery via the Ballarat Emergency Management Plan (2022-2025) | 01-07-2023 | 30-06-2024 | 56 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Council website upgrade , providing vital information to community.</p> <p>Completion Vulnerable facilities register.</p> <p>Completion internal emergency management audit and adoption of recommendations.</p> <p>Communication and media drive via social media, Radio, VLOG, Our Ballarat, APCO digital advertising and Courier, providing community update and education regarding Fire Danger period, restrictions, and resident responsibilities.</p> <p>Complete review of the Emergency Management Resource Manual.</p> <p>Emergency Management leadership Group meeting.</p> <p>Pre Season preparedness including ERC audit of key locations, 3500 Pre season letter sent to residents.</p> <p>Fire prevention slashing program commenced.</p> <p>Re affirmed Relief and Recovery arrangements with key partners in preparation for the fire season.</p> <p>Customer service team induction re inspection processes.</p> | | | | | | | | | | |
| 1.2.9.4 Undertake fire hazard inspections and other duties as required under the Country Fire Authority and Fire Rescue Victoria Act | 01-07-2023 | 30-06-2024 | 59 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Initial Fire Hazard inspections completed for the municipality; second inspection started.</p> <p>Liaising with CFA Regional Commander to determine the process and start date for Permits to Burn.</p> <p>Internal meeting and review of the current appeals process.</p> <p>Multiple communications and media promotions via social media, APCO digital messaging and Courier advertising to ensure residents are provided relevant and updated information.</p> | | | | | | | | | | |
| 1.2.9.5 Continue to provide assistance in response to emergency and natural disaster events | 01-07-2023 | 30-06-2024 | 90 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Claim for natural disaster funding submitted and pending, works completed on major repairs with final project to be delivered in first half of new year.</p> | | | | | | | | | | |
| 1.2.9.6 Update the Emergency Management Plan to include the management of pets of those impacted by emergencies | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: The current Ballarat Animal Shelter has some capacity to assist with emergency boarding of animals during emergencies. Capacity may be limited, however, the Animal Management Team would make every effort to seek alternate arrangements to assist in the event of an emergency.</p> | | | | | | | | | | |

OUR GOALS - 3 A City that Fosters Sustainable Growth




STRATEGIC OBJECTIVE - 1.3.1 Ensure housing supply, diversity and affordability meets the needs of our growing and changing community

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--|--|--|--|--|--|
| 1.3.1.1 Progress of Housing Strategy and Housing Needs Analysis | 01-07-2023 | 30-06-2024 | 65 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: A Draft Housing Strategy and Draft Neighbourhood character study recently been on community consultation and a briefing undertaken with Councillors on community feedback.</p> <p>Officers currently reviewing all submissions and will prepare an update of the Draft Housing Strategy for further community engagement in 2024.</p> | | | | | | | | | | |
| 1.3.1.2 Progress redevelopment opportunities for 5 Peel St South | 01-07-2023 | 30-06-2024 | 30 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| <p>Progress Comments: Officers are continuing to work through barriers to seeking private investment.</p> | | | | | | | | | | |
| 1.3.1.3 Contribute to affordable and social housing strategies and projects capitalising on opportunities presented by the Big Housing Build. | 01-07-2023 | 30-06-2024 | 25 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| <p>Progress Comments: Social and Affordable Housing briefing to Councillors provided on 6th September detailing local data, trends and opportunities. Drafting of Action Plan has commenced and will be updated using feedback from the Housing Strategy consultation. A submission providing feedback on the National Housing and Homelessness Plan Issues Paper has also been prepared.</p> | | | | | | | | | | |



STRATEGIC OBJECTIVE - 1.3.2 Facilitate opportunities for appropriate infill residential development within the CBD

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| 1.3.2.1 Develop a Central Business District (CBD) Urban Design Framework | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Workshops with key internal stakeholders undertaken alongside the creation of analysis mapping and precinct by precinct analysis of potential built form. Progression of views analysis and the built form and urban design section is being modelled through the new Digital Twin technology released by the Victorian State Government. A draft CBD capacity analysis under review by officers.</p> | | | | | | | | | | |
| 1.3.2.2 Develop an Employment Lands Strategy | 01-07-2023 | 30-06-2024 | 61 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: The finalisation of background reports and an evidence base by specialist consultants is currently underway. A draft Employment Lands Strategy will be prepared by officers for community consultation on mid 2024.</p> | | | | | | | | | | |



STRATEGIC OBJECTIVE - 1.3.4 Ensure environmental sustainability outcomes are embedded in new developments

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.3.4.1 Include Environmental Sustainable Design principles in precinct structure plans | 01-07-2023 | 30-06-2024 | 20 |  AMBER | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #ffc107;"></div> | <div style="width: 100%; height: 10px; background-color: #6c757d;"></div> | <div style="width: 100%; height: 10px; background-color: #6c757d;"></div> | <div style="width: 100%; height: 10px; background-color: #6c757d;"></div> |
| <p>Progress Comments: The Environmental Sustainable Design principles are continuing to be developed for the Northern Growth Area. The City of Ballarat has been successful in participating in the Victorian Planning Authority's Innovation Pathway.</p> | | | | | | | | | | |
| 1.3.4.2 Prepare an ESD planning policy and work towards incorporating into the planning scheme | 01-07-2023 | 30-06-2024 | 62 |  GREEN | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> |
| <p>Progress Comments: City of Ballarat adopted the new Environmental Sustainability Development (ESD) policy which responds to provisions of Clause 15.01-2S (Building Design) of the Ballarat Planning Scheme.</p> <p>City of Ballarat continues to be a member of the Council alliance for a Sustainable Built Environment, and are also participating in the Elevating ESD Planning Policy Planning Scheme Amendment, which is a partnership between 24 councils across Victoria. This Planning Scheme Amendment is with the Minister for Planning for consideration.</p> | | | | | | | | | | |
| 1.3.4.3 Consider Environmental Sustainable Design (ESD) initiatives in all planning and delivery of projects | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> | <div style="width: 100%; height: 10px; background-color: #28a745;"></div> |
| <p>Progress Comments: Ongoing across the project portfolio.</p> | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.3.5 Ensure better quality sustainable design outcomes in both City of Ballarat and private developments




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.3.5.1 Continue to provide CBD streetscape designs including greening, heritage and DDA compliance considerations in consultation with our community | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| Progress Comments: In continuous development across many projects in City Design and Infrastructure. | | | | | | | | | | |
| 1.3.5.2 Prepare a Central Business District (CBD) and Bridge Mall Built Form Guidelines to encourage development and enhance built form outcomes within the Ballarat CBD | 01-07-2023 | 30-06-2024 | 60 |  GREEN | | | | | | |
| Progress Comments: The Bridge Mall Built Form Framework and heritage review has been completed and the Planning Scheme Amendment has been endorsed for Authorisation to commence Public Exhibition in early 2024. | | | | | | | | | | |



STRATEGIC OBJECTIVE - 1.3.6 Unlock potential in major brownfield redevelopment sites

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.3.6.1 Progress remediation for La Trobe Street Saleyards precinct | 01-07-2023 | 30-06-2024 | 25 |  AMBER | | | | | | |
| <p>Progress Comments: This project is progressing through the Structure Planning process for the Saleyards site and the wider Precinct. This project can continue to progress following the Victorian Government's recent lifting of the Queens Caveat from the site. Lifting of the Queens Caveat from the site is a significant milestone as it enables future potential transition of the site and broader precinct towards more sensitive land uses.</p> | | | | | | | | | | |
| 1.3.6.2 Provide technical advice and support as required in relation to contaminated sites | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: The Environmental Health Team provide support and assist community in accessing information regarding contaminated sites. The Environment Protection Authority is the governing agency in this field.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.3.7 Create great precincts and places for people


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.3.7.1 Commission concept design work for a future Delacombe Town Centre Library and Community Hub | 01-07-2023 | 30-06-2024 | 15 |  RED | | | | | | |
| <p>Progress Comments: A site has been identified and will be recommended for purchase. A budget business case has been developed to proceed with concept planning for the library/ community hub and associated early years centre in the next financial year. Project management documents related to this project have been completed.</p> | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.3.7.2 Completely refurbish the current Ballarat Library | 01-07-2023 | 30-06-2024 | 95 |  GREEN | | | | | | |
| Progress Comments: This project is almost at the completion stage, handover for the library is expected in mid to late January 2024, with an expected soft opening for 18 March 2024. | | | | | | | | | | |
| 1.3.7.3 Plan and implement updates to the Ballarat Botanical Gardens Master Plan | 01-07-2023 | 30-06-2024 | 10 |  RED | | | | | | |
| Progress Comments: The Request for Quote process has concluded and a contractor has been engaged to deliver the Master Plan Project. Inception Meeting has occurred with further Stakeholder and Communication Planning to be undertaken early in 2024. | | | | | | | | | | |
| 1.3.7.4 Review and update the Ballarat Major Events Precinct Plan | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| Progress Comments: Following the decision of the State Government to cancel the Commonwealth Games and subsequent announcement of the legacy projects package to be delivered for Ballarat, Council Officers have now progressed in working with State Government around scope confirmation and delivery models for these legacy projects. Design work for key components of the Ballarat Major Events Precinct (BMEP) including Mars Stadium, the new athletics venue and the Ballarat Sports & Events Centre (BSEC) is progressing with key stakeholder input being provided. | | | | | | | | | | |
| Site planning for key infrastructure items at the Frank Bourke Oval (North No.2) and CE Brown Reserve No.2 Oval (Wendouree No.2) is also progressing. | | | | | | | | | | |



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| 1.3.7.5 Promote regulatory compliance to enhance the amenity of the area by acting on untidy property reports | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: The Compliance team respond regularly to reports of untidy properties and take appropriate action to achieve compliance. | | | | | | | | | | |
| 1.3.7.6 Deliver Stage 1 of the Ballarat Visitor Arrival masterplan | 01-07-2023 | 30-06-2024 | 91 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Project is well underway and was taken to council in December. | | | | | | | | | | |

OUR GOALS - 4 A City that Conserves and Enhances our Natural and Built Assets


STRATEGIC OBJECTIVE - 1.4.1 Reduce the renewal gap for our existing assets

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--|--|--|--|--|--|
| 1.4.1.1 Review and enhance the City of Ballarat's asset management framework including development of an updated Asset Management Strategy and associated plans | 01-07-2023 | 30-06-2024 | 35 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| Progress Comments: Tender evaluation was completed with a consultant appointed to update and renew the city's Asset Plans (X4), Asset Strategy and update the Asset Management Policy. Workshops will commence in February 2024 between the key council officer stakeholder groups and the consultant. | | | | | | | | | | |




STRATEGIC OBJECTIVE - 1.4.2 Respect, conserve and celebrate our rich heritage




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.4.2.1 Continue to progress with Heritage Gaps analysis and work towards a planning scheme amendment to ensure that our built form controls can better balance heritage and urban change | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: A methodology report for the Heritage Gaps Review is being developed and a draft Thematic History has been prepared. Officers are developing heritage precincts priorities and undertaking a pilot program to establish robust and best practice heritage practices to inform future heritage precinct assessments. Updates provided to Heritage Advisory Committee.</p> | | | | | | | | | | |
| 1.4.2.2 Continue to progress World Heritage listing for the Victorian Goldfields | 01-07-2023 | 30-06-2024 | 30 |  AMBER | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: The development of a World Heritage nomination of the Victorian Goldfields is on track and engagement planning is underway. The local government partnership is working closely with the state government with a World Heritage Tentative Listing under development.</p> | | | | | | | | | | |
| 1.4.2.3 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 | 01-07-2023 | 30-06-2024 | 20 |  AMBER | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Work is being undertaken to ensure that the Eureka collection is relevant to the Eureka, Goldfields era and to Ballarat's local history and genealogical collection. Significant actions in quarter 2 include project work to review existing collection items; identify items of significance; research grant opportunities available this calendar year that will support work significance assessments and plans for ongoing management.</p> | | | | | | | | | | |

City of Ballarat


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.4.2.4 Continue to maintain our natural and built assets in accordance with associated master plans, conservations plans and heritage requirements | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: All operational and project related works across the open space areas are being undertaken in accordance with the relevant strategic documents. This is inclusive of seeking all internal and external approvals as a part of the process.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.4.3 Deliver quality and targeted capital works projects to address growth pressures





| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.4.3.1 Develop the business case for future stages of the Ballarat Western Link Road | 01-07-2023 | 30-06-2024 | 85 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Work on developing the preliminary business case is continuing, due for completion by the end of March 2024.</p> | | | | | | | | | | |
| 1.4.3.2 Continue to advocate for upgrades to the Western Highway at Brown Hill and Warrenheip, to freeway standard including connection upgrades to Ballarat's local road network | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: We will continue to advocate via the Western Highway Action Committee. Project implementation is under the control of Department of Transport and Planning (DTP) with no timeline for completion set at this stage.</p> | | | | | | | | | | |
| 1.4.3.3 Delivery of the Infrastructure Capital Works Program | 01-07-2023 | 30-06-2024 | 45 |  GREEN | █ | █ | █ | █ | █ | █ |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Works include the Infrastructure Renewal program, New Capital Roads projects, Footpath program, Kerb and Channel program, Drainage program, Federal Black Spot program, Federal Roads to Recovery program, Bridge rehabilitation, Bus Shelter repair and replacement, and major flood mitigation projects.</p> | | | | | | | | | | |
| 1.4.3.4 Plan for and deliver foundational infrastructure to protect Ballarat from flooding and treat our storm water to best practice standards | 01-07-2023 | 30-06-2024 | 28 |  AMBER | ■ | ■ | ■ | ■ | ■ | ■ |
| <p>Progress Comments: Miners Rest flood mitigation plan, Charlesworth Street dam wall and Gong dam wall, Buninyong projects are underway. Anticipated construction window for Charlesworth Street and Gong Dam is September 2024 to March 2025.</p> <p>Progressing Miners Rest flood mitigation plan with a request for quote to go out in February 2024 to provide a detailed scope of work and cost estimate based on the primary mitigation options. This information will inform the next phase of the project which is to develop a funding model. Detailed designs and tender of works to follow, anticipate 2025 for works at this stage.</p> | | | | | | | | | | |
| 1.4.3.5 Deliver the Operations capital program | 01-07-2023 | 30-06-2024 | 30 |  AMBER | ■ | ■ | ■ | ■ | ■ | ■ |
| <p>Progress Comments: Sealing of Unsealed Intersections - Program complete. Program Reseals - Program commenced. Approximately 25% complete. Program Major Patching - Tender awarded. Program due to commence early February. Program Asphaltting - Tender awarded. Program due to commence early February. Program Gravel Road Renewal - Tender due to be advertised over December and January period. Rural Road Drainage - In planning. Bicycle Paths - Re-sheet and Drainage - In planning.</p> | | | | | | | | | | |
| 1.4.3.6 Deliver the Property and Facilities Capital Works Program | 01-07-2023 | 30-06-2024 | 40 |  GREEN | ■ | ■ | ■ | ■ | ■ | ■ |
| <p>Progress Comments: Ontrack to deliver 23/24 Property and Facilities Capital Works Program as planned.</p> | | | | | | | | | | |

City of Ballarat


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--|--|--|--|--|--|
| 1.4.3.7 Deliver the 2023/2024 Recreation Capital Works Program | 01-07-2023 | 30-06-2024 | 35 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> |
| <p>Progress Comments: Several capital projects are currently being delivered. These projects include - Mt Clear Recreation Reserve Cricket Nets, Prince of Wales Park (POWP) hockey pitch resurfacing (on site works to commence 15th January 2024), Marty Busch Reserve master plan implementation, Brown Hill Recreation Reserve master plan implementation, Ballarat Regional Tennis Centre (BRTC) clay courts resurfacing, City Oval bowls synthetic green and the Alfredton Recreation Reserve third netball court at the Alfredton Primary School.</p> <p>Planning and design for proposed projects in 2024/25 period is also underway.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.4.4 Improve, maintain and conserve our open space and natural assets



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--|--|--|---|---|---|
| 1.4.4.1 Develop an Open Space Strategy which provides better guidance for the future provision of open space | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Report under preparation. Extensive community consultation exercise currently underway Nov 23 - Feb 24 - Submissions currently being made via Ballarat MySay. Final report 2024 and further community consultation to come. | | | | | | | | | | |
| 1.4.4.2 Engage with community groups to deliver shared objectives in natural resource management | 01-07-2023 | 30-06-2024 | 65 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: The 2023 Planting and Revegetation Programs have been undertaken and are now in the establishment and maintenance stage. The Operations team worked with the community and school groups to continue to deliver these programs. Planning is being undertaken for the 2024 Program. These works are inclusive of our ongoing revegetation programs, supporting litter removal, controlling noxious weeds and the support for the general maintenance and care of the open space assets. | | | | | | | | | | |
| 1.4.4.3 Manage trees in accordance with the Tree Management Plan and continue to build our database of tree assets capturing condition | 01-07-2023 | 30-06-2024 | 65 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Project to be entered into CAMMS Project. Draft tender document being developed. | | | | | | | | | | |
| 1.4.4.4 Undertake vegetation clearance around electric lines as per the Electric Line Clearance Regulations | 01-07-2023 | 30-06-2024 | 25 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> |
| Progress Comments: Hazardous Bushfire Risk Area compliance achieved. Currently working through the Low Bushfire Risk Areas as planned. | | | | | | | | | | |

OUR GOALS - 5 A Strong and Innovative Economy and City




STRATEGIC OBJECTIVE - 1.5.1 Deliver an ongoing COVID-19 recovery response for businesses and the community

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.5.1.1 Undertake a review of Council’s Outdoor Dining and Trading Policy, to incorporate new approaches that were initially facilitated to support businesses during the pandemic restrictions | 01-07-2023 | 30-06-2024 | 85 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| Progress Comments: Draft completed for further review following feedback and survey results. | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.5.2 Support local businesses to explore, innovate and adapt to emerging economic opportunities

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.5.2.1 Deliver a program of initiatives to support local business to harness opportunities, such as a circular economy business development program | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| Progress Comments: Continued support to the business community through the Business Concierge service. Partnership on initiatives such as the Runway Ballarat Incubator program to support new business idea generation. | | | | | | | | | | |
| 1.5.2.2 Provide more flexibility around permits and activities in the community and on City of Ballarat land that will attract people to support local businesses | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| Progress Comments: The broader regulatory services team support community, businesses and applicants to meet compliance where applicable. | | | | | | | | | | |
| 1.5.2.3 Deliver remaining actions from the 2022/2023 Visitor Economy Engagement Plan | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | | | | | | |
| Progress Comments: 2023 action plan complete | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.5.3 Actively attract and facilitate new business development and public and private investment to Ballarat




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|---|---|---|---|---|---|
| 1.5.3.1 Deliver a new Ballarat Airport Strategic and Master Plan | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Work commenced on the Ballarat Airport Strategy and Master Plan 2024 (STAMP), with an initial community consultation undertaken. This included a well-attended industry event; 4 community drop-in sessions and an online survey - which obtained 191 responses from community members and 57 from industry organisations Work also commenced on a noise study to inform the master plan, with aircraft movement data from October 2023 transcribed and annualised.</p> | | | | | | | | | | |
| 1.5.3.2 Provide an ongoing investment facilitation service, supported by an integrated marketing campaign to encourage the skilled people we need to invest, live, work and study in Ballarat | 01-07-2023 | 30-06-2024 | |  ONGOING | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Ongoing interactions with local businesses to assist with their ambition to grow, as well as facilitating investment from businesses looking to expand or relocate to Ballarat. Continued discussions with organisations within Ballarat and beyond to understand skills needs and workforce shortages and how to attract people to fill those gaps.</p> | | | | | | | | | | |
| 1.5.3.3 Develop a Destination Management Plan for the Tourism Midwest Visitor Economy Partnership and supporting Local Area Plan for The City of Ballarat | 01-07-2023 | 30-06-2024 | 70 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Project is well underway with delivery due in March. Draft is scheduled to be taken to Council in February.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.5.4 Deliver a comprehensive events calendar to strengthen civic pride and enhance Ballarat’s reputation as a destination of choice

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--|--|--|--|--|--|
| 1.5.4.1 Implement priorities of the Ballarat Events Strategy 2018 - 2028 | 01-07-2023 | 30-06-2024 | 20 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Review event infrastructure at event sites and determine future needs and opportunities for development of key event precincts. Work currently underway for feasibility for Victoria Park Event Precinct Masterplan, kick-off meeting with engineers occurred in December 2023.</p> <p>Event development fund was fully expended for the financial year in December 2023, securing</p> <ul style="list-style-type: none"> - Oceania Pro Wrestling - Worlds Longest Lunch - Regions Sides Bowls Championship - White Night - Le Diner en Blanc <p>Medium term strategies 2023-2025 are currently in-progress.</p> | | | | | | | | | | |




STRATEGIC OBJECTIVE - 1.5.5 Actively promote Ballarat as a year-round destination of choice

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|---|--|--|--|--|--|--|
| 1.5.5.1 Deliver priorities from 2030: A vision for the Eureka Centre | 01-07-2023 | 30-06-2024 | |  ONGOING | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Eureka Centre continues to operate its facility and service in response to the strategic recommendations outlined in the 2030: A vision for the Eureka Centre. A 2023 Report Card tracking the delivery of the vision was presented at a Council meeting on 24 May 2023. An annual report will be presented to Council annually.</p> | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.5.5.2 Deliver Spring/Summer campaigns to promote Ballarat to intra and interstate markets | 01-07-2023 | 30-06-2024 | 40 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Development of the Spring/Summer seasonal campaigns are completed with commencement scheduled for October 2023. Campaigns are in market and will be reported at the end of the season. | | | | | | | | | | |
| 1.5.5.3 Deliver Autumn/Winter campaigns to promote Ballarat to intra and interstate markets | 01-07-2023 | 30-06-2024 | 0 |  RED | | | | | | |
| Progress Comments: Development of the campaigns for Autumn/Winter 2024 are being finalised with commencement scheduled from beginning of Autumn. | | | | | | | | | | |
| 1.5.5.4 Work with Visit Ballarat to deliver initiatives to drive international visitation | 01-07-2023 | 30-06-2024 | 45 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: This work is ongoing by nature and has commenced as scheduled. | | | | | | | | | | |


STRATEGIC OBJECTIVE - 1.5.6 Facilitate increased vibrancy in the CBD and other key business precincts

City of Ballarat

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--|--|--|--|---|---|
| 1.5.6.1 Implement actions from, and continue seeking funding for, Creative City Masterplan | 01-07-2023 | 30-06-2024 | 30 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Creative City provision standards recommendations published in the 2023 Creative City Report Card. The recommendations have now been applied through the Community Infrastructure plan, and are having impact on COB led developments of new community centres and infrastructure.</p> <p>Additionally the request for developers to apply an Urban Art Plan to their developments has successfully been applied to the Delacombe Town Centre built form environment.</p> <p>Visitor Economy is progressing with the Lydiard Street project which sits within the Creative City Masterplan, and delivers against the requirements of the Masterplan. This has been approved by Council and is proceeding with business cases for investment.</p> | | | | | | | | | | |
| 1.5.6.2 Continue to deliver the Bakery Hill Urban Renewal Plan, while assisting traders to take advantage of new opportunities | 01-07-2023 | 30-06-2024 | 70 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: All site demolition works completed, bulk excavation completed, majority of concreting completed and all underground services installed. Ready to commence paving early 2024. Project progressing well and in-line with schedule.</p> | | | | | | | | | | |
| 1.5.6.3 Support the delivery of the Outdoor Street Furniture Program | 01-07-2023 | 30-06-2024 | 40 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: gray;"></div> |
| <p>Progress Comments: Bus shelter cleaning, recoating and painting completed in Albert Street, Sebastopol. Sturt Street bus shelter cleaning/repainting in the new year and gutter guard repainting program in the new year.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.5.7 Facilitate the growth of the creative sector and actively promote Ballarat as a Creative City

City of Ballarat


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.5.7.1 Implement priorities from the Creative City Strategy | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Creative City Strategy implementation priorities have been completed to date. All on track. | | | | | | | | | | |




STRATEGIC OBJECTIVE - 1.5.8 Support social and economic inclusion to build the wealth throughout our community




| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.5.8.1 Undertake the Ballarat Social Procurement Project, to support local organisations to participate in government project delivery | 01-07-2023 | 30-06-2024 | 75 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Completed mapping of social suppliers, their capability and capacity. Currently in the process of linking social suppliers into major projects in the local government area. | | | | | | | | | | |




OUR GOALS - 6 A Council that provides Leadership and Advocates for its Community

STRATEGIC OBJECTIVE - 1.6.1 Ensure the effectiveness and efficiency of City of Ballarat services



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.1.1 Identify, prioritise and deliver business improvement projects that enhance internal systems and processes | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: 140 projects have been identified in the last six months of which 16 were rated as high priority. Some significant projects delivered include analysis and support for software procurements, new systems and processes for Council and Directorate reporting and grant management, implementation of language translation on the council website, Snap send solve reporting to "close the loop" and various data analysis and reporting projects. | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.1.2 Implement improvements to business planning and performance monitoring and reporting | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | █ | █ | █ | █ | █ | █ |
| Progress Comments: The CAMMS Strategy system was implemented to capture and report on Council Action Plans and Directorate Business Plans were developed. | | | | | | | | | | |
| 1.6.1.3 Ballarat Website Review – enhance, consolidate and rationalise existing websites | 01-07-2023 | 30-06-2024 | 45 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Requirements for this project have now been gathered, and a number of preliminary vendor quotes have also been collected. ICT will now commence the procurement process. The consolidation part of the project is due to commence between Jan - April 2024 and we are still on track to deliver the entire project by the end of the financial year. | | | | | | | | | | |
| 1.6.1.4 Modernize Technology Infrastructure – Networks, switches, access points and firewalls | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| Progress Comments: Firewalls have been upgraded, and new access points and network switches have now been procured. This project is now ready to be delivered in early 2024. | | | | | | | | | | |
| 1.6.1.5 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 | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |


| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Draft Libraries Learning and Development plan completed in readiness to roll out from February 2024. Libraries Learning and Development online hub created - content and resources now to be added.</p> <p>Draft Library Learning and Development Plan to have final review in March 2024.</p> | | | | | | | | | | |
| 1.6.1.6 Strengthen and build collaborations and partnerships in the Central Highlands Libraries region to develop community focused services | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Central Highlands Libraries budget meeting held in preparation for 2024/2025 budgets. Draft plan for monthly Central Highlands Libraries professional development meetings developed, for review by Central Highlands Libraries Managers in February 2024</p> | | | | | | | | | | |
| 1.6.1.7 Work closely with 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 | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| <p>Progress Comments: This is an ongoing business as usual action. The City of Ballarat programs are delivered across the whole of life age spectrum and are designed to be inclusive and accessible to the whole of community. By collaborating with Community Engagement, Family and Children Services, Youth Services, Ageing Well and Intercultural Services we can increase our reach into the community.</p> | | | | | | | | | | |
| 1.6.1.8 Deliver the Human Resources Information System Transformation Project | 01-07-2023 | 30-06-2024 | 60 |  GREEN | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Stage 1 Expression of Interest process has been completed. Stage 2 Request for a proposal is in progress. Stage 3 Implementation will be completed following the awarding of the successful vendor.</p> | | | | | | | | | | |
| 1.6.1.9 Complete masterplan for the Ballarat Regional Landfill | 01-07-2023 | 30-06-2024 | 11 |  RED | | | | | | |
| <p>Progress Comments: The Landfill Team and the Major Projects Team will liaise to start the project in January 2024.</p> | | | | | | | | | | |
| 1.6.1.10 Implement "in-truck" reporting and data management system | 01-07-2023 | 30-06-2024 | 9 |  RED | | | | | | |
| <p>Progress Comments: Business Improvement team engaged to further project. One demonstration has been presented to key stakeholders.</p> | | | | | | | | | | |
| 1.6.1.11 Modernise and future proof environmental data systems to report against service delivery key performance indicators | 01-07-2023 | 30-06-2024 | 6 |  RED | | | | | | |
| <p>Progress Comments: Scoping discussion has commenced with the Business Improvement Team.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.6.2 Progress the City of Ballarat as a workplace of choice



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--|--|--|---|---|---|
| 1.6.2.1 Development of Employee Value Proposition campaign with P&C and Develop a "Celebrating Success" internal communications strategy and Develop and implement social media "Humans behind the service" campaign | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Communications and Design are part of the Core Values Project Team responsible for developing new values for the City of Ballarat. A comprehensive communication plan has been developed to support the project. Two phases of consultation are being conducted with staff with a multi-faceted approach to engagement that involves face to face workshops, online surveys and drop in sessions in various locations across the City of Ballarat with three staff videos developed. The second phase of consultation will take place in January.</p> <p>We also continue to roll out new "Behind the City of Ballarat" video stories featuring Donna from the Ballarat Botanical Gardens and Leanne from the Ballarat Aquatic and Leisure Centre. We have also profiled Georgina, a 20 year veteran crossing supervisor in a video story related to the Summer ourballarat edition (accessed via QR code). These videos all demonstrate the value of being an employee of the City of Ballarat and provide an insight into the service they provide to the community.</p> | | | | | | | | | | |
| 1.6.2.2 Complete an Employee Value Proposition & Employee Benefits Review | 01-07-2023 | 30-06-2024 | 25 |  AMBER | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: orange;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> | <div style="width: 100%; height: 10px; background-color: grey;"></div> |
| <p>Progress Comments: Move to phase two: Research & Insight including seek buy-in and gather input internally and externally, focus groups (via Values Project).</p> | | | | | | | | | | |



STRATEGIC OBJECTIVE - 1.6.3 Advocate on behalf of our community



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.3.1 Develop and implement strong and targeted advocacy campaigns for upcoming elections and for state and federal budgets | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Strong focus this quarter on supporting City of Ballarat's advocacy for the redevelopment of the Eastwood Leisure Centre. A successful EOI to the Australian Government's Growing Regions Program is being followed by a full application. City of Ballarat is applying for \$8.4 million to support the redevelopment of the Eastwood Leisure Centre into a state of the art central community hub; if the application is successful Council will match the funding. The Advocacy Team is supporting the application by soliciting, and where necessary, drafting letters of support for the project which are a requirement of the funding application. The Team has 17 letters in support of the project, including from federal and state Members of Parliament, Regional Development Australia (RDV), Central Highlands Regional Partnership, user groups including Wildcats Basketball Club, U3A Ballarat, and potential user groups including the Ballarat Indian Association and the Ballarat Regional Multicultural Council. The application closes in mid January and a decision is expected in mid March.</p> | | | | | | | | | | |
| 1.6.3.2 Develop and regularly update an advocacy pipeline of City of Ballarat projects guided by Council-adopted master plans, strategies and frameworks | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: The update to the Advocacy Priority Projects Pipeline (APPP) was completed in December 2023. The APPP is City of Ballarat's core advocacy document and will be used by the Mayor, Councillors, CEO and Executive, particularly in the lead up to the next state and federal budget cycles and ahead of the 2025 (TBC) Australian and 2026 Victorian elections. The APPP has details of 45 projects across the municipality that fall into Tiers 1, 2 and 3, as determined by their cost and the reach of their impact. The Ballarat local government area falls into the federal electorate of Ballarat and the state electorates of Eureka, Ripon and Wendouree. The Advocacy Priority Projects Pipeline will be regularly updated as projects are funded, or as their status matures.</p> | | | | | | | | | | |
| 1.6.3.3 Actively seek external funding through Grant opportunities | 01-07-2023 | 30-06-2024 | |  ONGOING | █ | █ | █ | █ | █ | █ |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|----------|------------|-------------|--------|--------|--------|--------|--------|--------|
| <p>Progress Comments: Council was successful in attracting \$6.625m worth of grant funding for the quarter, which includes \$4.5m of funding for the Sebastopol Community Hub project. A total of 6 funding applications were made over the period.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.6.4 Ensure transparency and engage clearly with our community

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.4.1 Deliver the annual customer satisfaction survey | 01-07-2023 | 30-06-2024 | 75 |  GREEN | | | | | | |
| <p>Progress Comments: Quarterly customer satisfaction surveys are underway. Q3 surveys have been completed. Q4 surveys are due next quarter ahead of delivery of the annual customer satisfaction survey report in June 2024.</p> | | | | | | | | | | |
| 1.6.4.2 Develop a Customer Charter | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | | | | | | |
| <p>Progress Comments: A Customer Charter was developed and adopted at the October 2023 Council meeting. Action complete.</p> | | | | | | | | | | |
| 1.6.4.3 Complete a review of open data relevant policies, procedures and guidelines | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: Existing policies, procedures and guidelines have been reviewed. Currently working on a roadmap for future development of the Ballarat Data Exchange.</p> | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|---|---|---|---|---|---|
| 1.6.4.4 Trial new ways of "closing the loop" on Customer Requests | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: Two trials continued through Q2 to assess methods to "close the loop" on customer requests. These trials include closing the loop on requests and reports made via the Snap Send Solve smartphone app along with requests and reports made to the Regulatory Services department within Council. These trials are ongoing and will inform how requests and reports are managed across the City of Ballarat in the future. The Customer Charter was also adopted in Q2, which supports trialing new ways to close the loop on customer requests.</p> | | | | | | | | | | |
| 1.6.4.5 Create considered, authentic and accessible communications for our community | 01-07-2023 | 30-06-2024 | 50 |  GREEN | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> | <div style="width: 100%; height: 10px; background-color: green;"></div> |
| <p>Progress Comments: The Communications and Design team has delivered a number of campaigns to support Directorates this quarter including Christmas in Ballarat, an Animal Shelter donation drive and adoption drive, Summer Sundays event series, along with a series of major infrastructure projects reaching important milestones including Lake Lighting completion, Her Majesty's Theatre works update (including a video showing challenges of project), Ballarat Library media tour, Bridge Mall project update (including release of time lapse footage), Little Bridge Street improvement plans, release of EOI for the Continuous Voices memorial, Alfredton kindergarten works update and the Boer War Memorial restoration project going to tender.</p> <p>A variety of new Council initiatives were also provided communication support including fire season preparations, smallest open space improvements, new hoist at BALC, an update of the exceptional tree register and the annual road reseal maintenance program. Support for Ballarat events included Eureka Day celebrations, 16 days of activism against gender-based violence, Western United Ballarat games, White Night, Spilt Milk, Melbourne Food and Wine Festival, the Ballarat Marathon and RoadNats.</p> <p>The team has also provided communication support on key Council decisions such as the Mayoral election, the Kerbside Waste transition implementation, adoption of the Toilet Strategy and adoption of the Art Gallery of Ballarat's strategic plan. This quarter also saw the release of a community consultation around the content and delivery mode of ourballarat magazine. Results from this consultation will be released in early 2024.</p> | | | | | | | | | | |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|---|--------|--------|--------|--------|--------|--------|
| 1.6.4.6 Development of Communications Strategy (including internal communication approach) and Develop inclusive language and design guidelines (with Engaged Communities team) and Complete review of OurBallarat magazine | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Following extensive consultation throughout the City of Ballarat, a Communications Strategy has been developed to enable Council to adopt a more strategic, proactive and consistent approach to communications both internally and externally.</p> <p>Consultation confirmed the importance of communications and that communications is everyone's responsibility. The strategy is designed to enable the City of Ballarat and its leaders to embed the communication culture required to realise the Council Plan. The Communications and Design team will work collaboratively to deliver this strategy in a way that builds trust, confidence and respect in the way Council is delivering for our community.</p> <p>The strategy outlines the strategic communications model and how it supports the Council Plan through story telling themes, key activities and key messages, along with a detailed action plan.</p> | | | | | | | | | | |
| 1.6.4.7 Support, monitor and report on Council's community engagement practice | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |
| <p>Progress Comments: Engagement projects have increased significantly. Community engagement internal 'champions' training is currently under development. Broader community education program and registration drive to begin early 2024 and will lead into the Council Plan process.</p> | | | | | | | | | | |
| 1.6.4.8 Continue to communicate information on the delivery of Major Projects through a range of different channels | 01-07-2023 | 30-06-2024 | 50 |  GREEN | █ | █ | █ | █ | █ | █ |

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--------|------------|----------|------------|-------------|--------|--------|--------|--------|--------|--------|
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Progress Comments: Ongoing across the project portfolio.

STRATEGIC OBJECTIVE - 1.6.5 Ensure an innovative and forward-thinking approach to our work

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--------|------------|----------|------------|-------------|--------|--------|--------|--------|--------|--------|
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| | | | | | | | | | | |
|--|------------|------------|----|--|--|--|--|--|--|--|
| 1.6.5.1 Explore Opportunities to develop local partnerships to collaborate on innovative smart city projects | 01-07-2023 | 30-06-2024 | 25 |  AMBER | | | | | | |
|--|------------|------------|----|--|--|--|--|--|--|--|


Progress Comments: Established communication with Federation University Centre for Smart Analytics and Insitute of Innovation, Science, and Sustainability. Have yet to develop specific Smart City project partnerships.

| | | | | | | | | | | |
|--|------------|------------|----|--|--|--|--|--|--|--|
| 1.6.5.2 Review and develop the City of Ballarat website to meet the needs of our community | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
|--|------------|------------|----|--|--|--|--|--|--|--|


Progress Comments: The City of Ballarat's website continues to evolve and improve due to the CMS upgrade implemented last financial year. Improvements such as accordion panels and gallery functions have been expanded to all content types across the website. Ability to schedule automatic updates to content has allowed for greater forward planning and time for focus on other continued improvements and ensures out-of-date content can be removed in a timely manner.

Further improvements have been made to the “planning” and “building” sections of the site with a few to simplify the content, combine into a single section and implement decision tree selection process and explainer videos to the section to assist explaining and delivering a complex section of the site.

Work is also underway to consolidate all content related to social inclusion and marginalised communities into a single point of contact online under an “Inclusive Ballarat” website section. Overall website usage has continued to grow with a 15% increase in total users and 13% increase in new users for the three months ending December 2023.



| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|--|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.5.3 Deliver a Talent Management Framework and Talent Pools | 01-07-2023 | 30-06-2024 | 0 |  RED | | | | | | |
| <p>Progress Comments: This project will form part of the implementation of the new HRIS which is due for implementation 2024. Talent management and succession planning is a key element of the new HRIS.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.6.6 Ensure accountability with public resources

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.6.1 Implement Council's Partnerships and Grants Policy and programs | 01-07-2023 | 30-06-2024 | 50 |  GREEN | | | | | | |
| <p>Progress Comments: City Partnerships expressions of interest closed with applicants being assessed for eligibility and quality of project, activity or event. Online grants management software procurement has been completed with a new supplier contracted. Training and onboarding will be rolled out to users in early 2024.</p> | | | | | | | | | | |
| 1.6.6.2 Regularly monitor and report on financial performance compared to budget | 01-07-2023 | 30-06-2024 | 100 | COMPLETE | | | | | | |
| <p>Progress Comments: Regular Monthly Budget Reports are prepared for the Executive Leadership Team, that compare actual results to budget and/or forecast. The 2022/23 Annual Report included the Financial Report for the year ended 30 June 2023.</p> | | | | | | | | | | |

STRATEGIC OBJECTIVE - 1.6.7 Ensure good governance and leadership

City of Ballarat

| Action | Start Date | End Date | % Complete | Performance | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|------------|------------|------------|--|--------|--------|--------|--------|--------|--------|
| 1.6.7.1 Continue to deliver operational services in accordance with governance and risk policies | 01-07-2023 | 30-06-2024 | |  ONGOING | | | | | | |
| Progress Comments: Continue to deliver operational services in accordance with our governance and risk policies. | | | | | | | | | | |
| 1.6.7.2 Complete a 2023 Enterprise Bargaining Agreement | 01-07-2023 | 30-06-2024 | 66 |  GREEN | | | | | | |
| Progress Comments: Enterprise bargaining has commenced. The Enterprise Bargaining Committee is working through claims for changes to the current Agreement. Management has commenced preparing the proposed Enterprise Agreement which will be presented to staff in 2024 for voting on. | | | | | | | | | | |

9.8. TENDER 2022/23-347 - CLEANING OF MUNICIPAL BUILDINGS AND FACILITIES

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Nick Venville – Property Coordinator
Mayraj Bhatkar – Senior Contracts Officer

PURPOSE

1. To award a schedule of rates contract, Contract Number 2022/23-347-01 and 2022/23-347-02 for the provision of Cleaning of Municipal Buildings and Facilities with:
 - a. Bohan Cleaning Services (Municipal Offices)
 - b. Bohan Cleaning Services (Municipal Operations Buildings)
 - c. Dolls Cleaning Services (Public Facilities (Toilets) and Ballarat Airport)

for one (1) year contracts with the provision of two (2) x two (2) year extensions, for each of the 3 contracted services.

BACKGROUND

2. This request for tender was released to attract submissions by suitably qualified cleaning contractors to clean:
 - a. Municipal Offices
 - b. Municipal Operations Buildings (e.g. Depot)
 - c. Public Facilities (Toilets) and Ballarat Airport
3. The tenderers were advised in the tender documents that the City of Ballarat reserve the right to award the contract to one contractor or to a maximum of three different contractors that would each service one (or more) of the above three categories of buildings, depending on the quality of tender submissions received and their ability to service each facility type. Each building classification is only serviced by one contractor.
4. The method of dividing the contract into the three unique building classifications has been applied in previous cleaning tenders and provides an opportunity to award the tender to multiple contractors who have a diverse range of cleaning capabilities and specialties specific to the building classification itself.
5. The evaluation panel noted that fourteen (14) tender responses were received and evaluated in full. Particular effort was taken to consider the contractors with sufficient capabilities and skills to accommodate our present services, service level and potential further service expansion.
6. The projected contract value in year one of the contract, based on schedule of rates, for this cleaning contract is \$986,308 plus GST. Over the 5 years if all options under the contract are approved, the total costs is expected to be \$4,931,543 plus GST, prior to annual indexation.

OFFICER RECOMMENDATION

7. That Council:

- 7.1 Resolves to enter into Contract Number 2022/23-347-01 for the provision of Cleaning Services for Municipal Offices and Municipal Operational Buildings with Seven Wells Pty Ltd trading as Bohan Cleaning for the schedule of rates as tendered in the submission. The contract term is for one (1) year with the provision of two (2) x two (2) year extensions.
- 7.2 Resolves to enter into Contract Number 2022/23-347-02 for the provision of Cleaning Services for Public Facilities (Toilets) and Ballarat Airport with Burkhan Pty Ltd trading as Dolls Cleaning Services for the schedule of rates as tendered in the submission. The contract Term is for one (1) year with the provision of two (2) x two (2) year extensions.
- 7.3 Authorises the Chief Executive Officer to:
 - a. Finalise the terms of Contract Number 2022/23-347-01 with Bohan Cleaning Services (Municipal Offices) and Bohan Cleaning Services (Municipal Operations Buildings) and Contract Number 2022/23-347-02 with Dolls Cleaning Services (Public Facilities (Toilets) and Ballarat Airport), provided that those contract terms are consistent with this Resolution; and
 - b. Execute Contract Numbers 2022/23-347-01 and 2022/23-347-02 on behalf of Council.

ATTACHMENTS

1. Governance Review [9.8.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The report supports the Council Plan goal of being a city that conserves and enhances our natural and built assets.

COMMUNITY IMPACT

2. The report supports the award of a tender for the cleaning of public facilities which are heavily utilised by the local community.
3. The regular cleaning of public facilities ensure that these facilities are kept to a standard of cleanliness and hygiene expected by the local community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. The use of environmentally friendly cleaning products and practices by tenderers have been a key consideration by the Evaluation Panel in awarding the tender to the successful tenderers.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. Local economic impact has been a key consideration by the Evaluation Panel in awarding the tender to the successful tenderers.

FINANCIAL IMPLICATIONS

6. The tender price of the recommended tender submissions is each lower than the allocated budget for each building classification.
7. The tender is fully funded by the City of Ballarat in the current 2023/24 budget.

LEGAL AND RISK CONSIDERATIONS

8. The work and services that are to be undertaken in relation to the tender needs to be conducted in a way that minimises the impact to facilities and ensures the safety of all workers.
9. The Evaluation Panel sought evidence from all tenderers to demonstrate compliance with the Cleaning Services Award.

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

N/A

OFFICIAL

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GENDER EQUALITY ACT 2020

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

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.

PROCUREMENT COLLABORATION

13. The Evaluation Panel determined that collaboration was not appropriate with respect to this tender.

OFFICIAL

9.9. TENDER 2023/24-235 - COLLECTION AND DISPOSAL OF STREET SWEEPING AND CONSTRUCTION MATERIAL

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

PURPOSE

1. The purpose of this report is to award a schedule of rates contract, Contract Number 2023/24-235 for the Collection and Disposal of Street Sweeping and Construction Material from City of Ballarat Transfer Station, to The Trustee for Calleja Family Trust (Calleja Civil Pty Ltd) for the schedule of rates as submitted in the tender.

BACKGROUND

2. This request for tender sought suitably qualified transport and material handling companies to undertake the collection, transport and disposal of street sweeping and construction material from the City of Ballarat Transfer Station located at 119 Gillies St South, Alfredton VIC 3350.
3. This project is required to comply with the *Environment Protection Act 2017* and its regulations, including the General Environmental Duty.
4. The current transfer station contract does not include the management or removal of street sweeping, construction and demolition materials, thus Council is solely responsible for the management of these materials.
5. A new contract for the operation and management of the site will commence on 1 October 2024 (with the tender for this contract released on 22nd December 2023). The new contract will include the management, transport and disposal of all materials collected on site.
6. Under the terms of the new contract, the contractor must comply with all environmental and license obligations, including the pending EPA permit conditions.
7. The current project will ensure that the site is cleared of all stockpiled material prior to the commencement of the new contract and ensure a higher standard of management and compliance for the contract term.
8. The scope of the project includes the testing, sorting, and handling of the street sweeping stockpile and construction materials stockpiles on-site.

KEY MATTERS

9. The evaluation panel noted that two (2) tender responses were received and evaluated in full.
10. The estimated cost of the Collection and Disposal of Street Sweeping and Construction Material from the City Transfer Station under this contract is expected to fall within the annual allocated budget amount for this service.

11. The contract is a Schedule of Rates contract due to the unknown nature of the weight of material required to be removed. This uncertainty is due to two factors:
- the volume of disposed material is estimated by way of a survey conducted by a licenced surveyor who can only estimate the original surface level beneath the disposed material, and
 - receival facilities charge for this material by weight (T). The weight of this material is dependent on the compaction in its current state and the origin of the material, both of which can only be estimated.

OFFICER RECOMMENDATION

12. That Council:

12.1 Resolves to enter Contract Number 2023/24-235 for the provision of Collection and Disposal of Street Sweeping and Construction Material from City of Ballarat Transfer Station with The Trustee for Calleja Family Trust (Calleja Civil Pty Ltd) for the fixed lump sum of \$98,000 (excl GST) and the tendered schedule of rates. The contract ends on 30 September 2024.

12.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-235 with The Trustee for Calleja Family Trust (Calleja Civil Pty Ltd), provided that those contract terms are consistent with this Resolution; and**
- b. execute Contract Number 2023/24-235 on behalf of Council.**

ATTACHMENTS

1. Governance Review [9.9.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report supports the Council Plan goal of sustainability:
 - The collection, transport and disposal of street sweeping and construction material will meet Council's responsibilities with the General Environmental Duty under the Environment Protection Act.
 - The works will greatly assist in reducing gas emissions to the environment.

COMMUNITY IMPACT

2. In accordance with Council obligations under the Local Government Act 2020, priority is to be given to achieving the best outcomes for the municipal community, including future generations. This project will provide much needed upgrades to Council's transfer station. The community will be protected from the risks of the street sweeping and construction stockpiles, including the potential human health and environmental impacts.
3. This project has direct impact to the community as it will:
 - Minimise the potential human health impacts of the stockpiles;
 - Minimise the potential environmental impacts of the stockpiles;
 - Prevent vertical infiltration of water into stockpiles that would create contaminated leachate (high level of contaminants that can affect the human health and the environment);
 - Prevent the occurrence of odours, disease vectors, and other nuisances; and
 - Provide a better layout in the transfer station for waste management.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

1. The collection, transport and disposal of street sweeping and construction material works will meet Council's responsibilities to the Environmental Protection Authority (EPA) and its General Environmental Duty under the Environment Protection Act.
2. Prevent vertical infiltration of water into the soil/construction material that would create contaminated leachate.
3. Safeguard surface and groundwater.
4. Comply with the EPA Post-Closure Pollution Abatement Notice.
5. Provide a useable landform.
6. Control gas emissions from the stockpiles.
7. Prevent the occurrence of odours, disease vectors, and other nuisances.
8. The recommended agreed tenderer has agreed to:
 - Manage all aspects of the work, including the supply of resources, material management, transportation and disposal of materials at a lawful disposal location.
 - Endeavour to plan and execute the project in the most efficient and sustainable manner

OFFICIAL

OFFICIAL

- Be environmentally responsible in the management of materials, reducing carbon emissions through efficient transportation and suitable treatment of materials.
- Support the circular economy and minimise waste to landfill through the re-circulation of materials.

ECONOMIC SUSTAINABILITY IMPLICATIONS

9. The recommended tenderer is committed to supporting the local economy via direct and indirect measures such as local employment and expenses including equipment, fuel and meals.

FINANCIAL IMPLICATIONS

10. Awarding this contract to the recommended tenderer is within the total project budget including contingency.

LEGAL AND RISK CONSIDERATIONS

11. The project has been planned to comply with the Environmental Protection Act. There are risks associated with excessive stockpiles of materials such as those to be addressed in this project.

HUMAN RIGHTS CONSIDERATIONS

12. 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

13. N/A

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

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

PROCUREMENT COLLABORATION

16. Officers considered this procurement for collaboration with other Councils and Public Bodies and deemed it not suitable due to the site-specific requirements.

OFFICIAL

9.10. CONTRACTS APPROVAL DELEGATED COMMITTEE MINUTES

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

PURPOSE

1. The purpose of this report is to provide Council with minutes of Council's Contracts Approval Delegated Committee in accordance with the adopted Terms of Reference. This report provides minutes of the meetings held on 27 September 2023, 8 November 2023 and 6 December 2023 and provides a summary of information in relation to these minutes.

BACKGROUND

2. To ensure good governance and transparent decision making, minutes of meetings of the Delegated Committees are presented to Council and kept in accordance with the adopted Terms of Reference and the Governance Rules. Minutes of the Contracts Approval Delegated Committee (the Committee) meetings held on 27 September 2023, 8 November 2023 and 6 December 2023 are attached to this report.
3. The Committee has been established to more effectively facilitate Council's Capital Works Program. To that end, the Committee meets fortnightly, as required, in order to provide Council Officers with necessary decisions of Council to enable procurement processes to be completed.

KEY MATTERS

| Contract | Award to | Value | Outcome | Local Content |
|-------------|---|--------------------------------|---|---------------|
| 2022/23-425 | Panel: * Murrihy Demolitions * Perry Demolition * SJR Demolition | Schedule of Rates | Panel for Demolition Services | Yes |
| 2019/20-12 | Aquatic Weed Management Pty Ltd | Extension to Contract Option | Aquatic Lake Weed Harvesting Deed | No |
| 2023/24-116 | Tiger Turf Australia P/L | \$627,474.50 (excluding GST) | City Oval Bowls Synthetic Green | No |
| 2023/24-695 | Tuff Group Holdings P/L | \$907,862.00 (excluding GST) | Synthetic Turf Hockey Pitch at Prince of Wales Park | No |
| 2022/23-751 | Pipecon Pty Ltd | \$1,125,291.01 (excluding GST) | Rowlands Street Road Reconstruction | Yes |

OFFICER RECOMMENDATION**4. That Council:**

- 4.1 Note, in accordance with Section 66 of the *Local Government Act 2020* that the material contained in the Contracts Approval Delegated Committee agendas has been designated confidential.**
- 4.2 Receive the Contracts Approval Delegated Committee minutes of the meetings held on 27 September 2023, 8 November 2023 and 6 December 2023.**

ATTACHMENTS

1. Signed confirmed Contracts Minutes - 27 September 2023 [**9.10.1** - 5 pages]
2. Signed Confirmed Contracts Minutes of meeting held Wednesday 8th November 2023.docx [**9.10.2** - 5 pages]
3. Signed Confirmed Contracts - Minutes of meeting held Wednesday 6th December 2023.docx [**9.10.3** - 7 pages]



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

27 September 2023

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 27 SEPTEMBER 2023 AT 1:00PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Peter Eddy
Cr Mark Harris (at 1.06pm)

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Jeff Johnson (Acting Director Economy and Experience)
Mr Michael Hynes (Executive Manager Property and Facilities)
Mr Michael Riseley (Acting Executive Manager Business Services)
Ms Judi Bird (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts Committee meeting held on 13 September 2023 as circulated, be confirmed.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

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Contracts Special Committee Minutes

27 September, 2023

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| 6.1 CONTRACT 2022/23-425– PANEL FOR DEMOLITION SERVICES (RO BRIDGET WETHERALL / MICHAEL HYNES) | 4 |

6.1 CONTRACT 2022/23 – 425 PANEL FOR DEMOLITION SERVICES
(RO – Bridget Wetherall / Michael Hynes)

SUMMARY

1. This report seeks to approve the awarding of a contract for Demolition Services.

BACKGROUND

2. The tender was advertised in The Ballarat Times News Group, Council's Website and tender portal from 10 March 2023. The invitation period closed on 26 April 2023, with 3 tenderers submitting responses.

KEY MATTERS

3. The evaluation panel met on 2 May to review the initial scoring of the tenders and the weighted score of each panel member for each submission was added in aggregate.
4. The evaluation panel assessed all submissions and recommended that all three tenderers be endorsed and placed on the panel of suppliers for the provision of Demolition Services.

Cr Harris entered the meeting.

RESOLUTION

5. That the Contracts Approval Delegated Committee:-

5.1 Resolves to enter into Contract Number 2022/23-425 for the provision of Demolition Services for a period of 12 months, with the provision of two (2) x two (2) year extensions for the tendered scheduled of rates with the following providers:

- Murrhiy Demolitions;
- Perry Demolition Pty Ltd; and
- SJR Demolition and Earthmoving Pty Ltd.

5.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract 2022/23-425 provided that those contract terms are consistent with this resolution; and
- b. execute Contract Numbers 2022/23-425 on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

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Contracts Special Committee Minutes

27 September, 2023

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1.08pm

Confirmed this 8th day of November, 2023

Cr Ben Taylor

**Cr Ben Taylor
Chairperson**



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

8 November 2023

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 8 NOVEMBER 2023 AT 1:00PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Peter Eddy
Cr Mark Harris

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr John Hausler (Director Corporate Services)
Mr Martin Darcy (Director Economy and Experience)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Luke Ives (Executive Manager Operations)
Mr Michael Riseley (Executive Manager Business Services)
Ms Judi Bird (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts Committee meeting held on 27 September 2023 as circulated, be confirmed.

Moved Cr Peter Eddy
Seconded Cr Mark Harris

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Ben Taylor
Seconded Cr Mark Harris

CARRIED

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Contracts Special Committee Minutes

8 November, 2023

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| 6.1 CONTRACT 2019/20-12– AQUATIC LAKE WEED HARVESTING DEED EXTENSION (RO BRIDGET WETHERALL / DAVID KEIGHREY) | 4 |
| 6.2 UPDATE ON TENDER STATUS (RO JOHN HAUSLER / MICHAEL RISELEY) | 5 |

**6.1 CONTRACT 2019/20 – 12
AQUATIC LAKE WEED HARVESTING DEED EXTENSION
(RO – Bridget Wetherall / David Keighrey)**

SUMMARY

1. This report seeks to exercise the option to extend the contract and advise of a breach of Council's Procurement Policy in relation to the initial endorsement of Procurement with the contract.

BACKGROUND

2. In 2019, tender 2019/20-12 for Lake Weed Harvesting was presented to the Contracts Committee recommending awarding to a particular tenderer despite the total estimated spend at the time of the Contracts Committee's deliberations being \$1,799,600 (including GST) over the foreseeable life of the contract (initial one year term plus 2 x 3 year extensions); some \$799,600 (including GST) above the Contracts Committee's then delegated procurement authority limit, which was \$1 million at the time.
3. This error has been identified while officers prepared to seek approval to exercise the second option to extend this contract.
4. Council is committed to the current term procurement arrangements given the doctrine of promissory estoppel. However, Council has a discretion as to whether or not to enter into a further term by way of deed of extension. The current delegated authority of the Contracts Approval Delegated Committee is \$2 million including GST.

KEY MATTERS

5. Contracts Officers seek endorsement of the Contracts Committee for CEO to exercise the remaining (second) option to extend this contract in line with the original contract terms.
6. Officers will report this breach to Council's Audit and Risk Committee to make them aware of the error and the measures which have since been put in place to better ensure future breaches do not occur.

RESOLUTION

7. **That the Contracts Approval Delegated Committee:-**
 - 7.1 **Note the breach of Procurement Policy in relation to Procurement 2019/20-12.**
 - 7.2 **Resolves to exercise the remaining (second) option to extend contract 2019/20-12 in line with the original contract terms (for an additional term of three years).**
 - 7.3 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of extension of Contract 2019/20-12 for the provision of Aquatic Plant Harvesting at Lake Wendouree with Aquatic Weed Management Pty Ltd t/a Aquatic Weed Harvester Australia, provided that those contract terms are consistent with this resolution; and**
 - b. **execute Contract Numbers 2019/20-12 on behalf of Council.**
 - 7.4 **Request a report back to a Council Briefing regarding future operating model options for Lake Weed Harvesting..**

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

6.2 UPDATE ON TENDER STATUS
(RO – John Hausler / Michael Riseley)

SUMMARY

1. This report is provided for the information of the Contracts Committee.

BACKGROUND

2. The report outlines the status of tenders – planning, advertising, evaluating or reports being prepared for final approval.
3. The report is provided once a month, to increase transparency regarding the status and progress of tenders.

KEY MATTERS

4. The updated report gives a snapshot of the tender status at a set date.
5. The report lists the estimated budget at the time of the Request for Tender. This value will not necessarily be the final amount submitted for approval.
6. The level of approval indicated on the report is based on the budget estimate and may change dependent on the final prices submitted.

RESOLUTION

7. That the Contracts Approval Delegated Committee

7.1 Receive and note the tender forecast report

Moved Cr Peter Eddy
Seconded Cr Mark Harris

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Mark Harris
Seconded Cr Ben Taylor

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1.10pm

Confirmed this 6th day of December, 2023

Cr Ben Taylor
Cr Ben Taylor
Chairperson



***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

6 December 2023

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**MINUTES OF THE MEETING OF THE SPECIAL CONTRACTS APPROVAL DELEGATED
COMMITTEE OF THE BALLARAT CITY COUNCIL, HELD BY A VIRTUAL MEETING
ON WEDNESDAY 6 DECEMBER 2023 AT 1:00PM**

**Evan King
(Chief Executive Officer)**

MINUTES

ORDER OF BUSINESS:

PRESENT

Cr Ben Taylor (Chair)
Cr Peter Eddy
Cr Mark Harris

IN ATTENDANCE

Mr Evan King (Chief Executive Officer)
Mr Cameron Montgomery (Acting Director Corporate Services)
Mr Matthew Wilson (Director City Wellbeing)
Ms Natalie Robertson (Director Development and Growth)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Robin Hand (Contracts Administrator)
Mr Robbie Burns (Co-ordinator Infrastructure and Masterplans)
Mr Tim Goddard (Project Manager)
Mr Vaughn Notting (Executive Manager Infrastructure)
Mr Michael Riseley (Executive Manager Business Services)
Ms Judi Bird (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

ACKNOWLEDGEMENT TO COUNTRY

Acknowledgement to Country was read by the Chair.

DECLARATIONS OF INTEREST

No conflicts of interest were recorded.

CONFIRMATION OF MINUTES

RESOLUTION:

That the minutes of the Contracts Committee meeting held on 8 November 2023 as circulated, be confirmed.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves, pursuant to Section 66 of the Local Government Act 2020, that the meeting be closed to members of the public, whilst the Committee is dealing with the following matters, that may include matters that are Commercial in Confidence that may prejudice Council: -

Moved Cr Ben Taylor
Seconded Cr Mark Harris

CARRIED

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| 6.2 CONTRACT 2023/24-695– PRINCE OF WALES PARK HOCKEY (RO MATTHEW WILSON / TIM GODDARD) | 5 |
| 6.3 CONTRACT 2022/23-751– ROWLANDS STREET ROAD RECONSTRUCTION (RO BRIDGET WETHERALL / ROBIN HAND) | 6 |
| 6.4 UPDATE ON TENDER STATUS (RO JOHN HAUSLER / MICHAEL RISELEY) | 7 |

**6.1 CONTRACT 2023/24-116
CITY OVAL BOWLS SYNTHETIC
(RO – Matthew Wilson / Robbie Burns)**

SUMMARY

1. This report seeks to award a contract for the provision of a new artificial bowling green which is to measure 36.33m x 33.41m with a synthetic grass playing surface at City Oval Bowls.

BACKGROUND

2. Council adopted the Bowls Facility Framework in 2015. In this program, numerous demand driven capital projects were identified as necessary to support the sustainability of the sport of bowls. Natural surface bowls greens require ongoing and constant maintenance, water and specialist expertise to maintain and at considerable cost. This places financial and resource pressure on volunteer led bowls clubs.
3. By improving the existing playing surfaces for bowls at the City Oval Bowls Club, it will provide for increased and more regular participation. The synthetic surface will provide increased capacity of use and reduced costs, volunteer stress and provide for increased sustainability for the club.

KEY MATTERS

4. One tender submission was received and considered a conforming tender.
5. This project is fully funded by the City of Ballarat with no external funding.

RESOLUTION

6. **That the Contracts Approval Delegated Committee:-**
 - 6.1 **Resolves to enter into Contract Number 2023/24-116 for the provision of City Oval Bowls – Synthetic Green with TigerTurf Australia Pty Ltd for the total tendered price of \$627,474.50 (excluding GST).**
 - 6.2 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of Contract 2023/24-116 with TigerTurf Australia Pty Ltd provided that those contract terms are consistent with this resolution; and**
 - b. **execute Contract Numbers 2023/24-116 on behalf of Council.**

Moved Cr Ben Taylor
Seconded Cr Peter Eddy

CARRIED

**6.2 CONTRACT 2023/24-695
PRINCE OF WALES PARK HOCKEY
(RO – Matthew Wilson / Tim Goddard)**

SUMMARY

1. This report seeks to award a contract for the provision of a new synthetic turf hockey pitch and associated works at the Prince of Wales Park.
2. The scope of the project includes stripping of the existing surface, stabilising the sub-base, preparing an asphalt base for the new synthetic surface.
3. Associated fencing and shelter works also form part of the engagement.

BACKGROUND

4. This project provides an important measure to enable hockey to manage its demand and provide for participants. This project is a component of a plan to establish appropriate facilities for hockey in Ballarat.
5. A feasibility study completed in 2022 and funded by Sport Recreation Victoria and City of Ballarat identified the need for the expansion of hockey facilities in Ballarat to meet growing demand.
6. These works will provide a high level new hockey surface to service both the local users and those from the greater region.

KEY MATTERS

7. Five (5) tender submissions were received, however, three (3) were deemed as non-conforming. Two of these tenders were excluded due to incomplete pricing schedules as per the Procurement Policy. The third was excluded as it failed to meet a mandatory criteria of providing a construction program.
8. The two (2) tenders which were assessed, were from well established, experienced and credentialed companies.

RESOLUTION

9. **That the Contracts Approval Delegated Committee:-**
 - 9.1 **Resolves to enter into Contract Number 2023/24-695 for the provision of Prince of Wales Hockey Pitch Renewal with Tuff Group Holdings Pty Ltd for the total tendered price of \$907,862.00 (excluding GST). The contract term is for six (6) months.**
 - 9.2 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of Contract 2023/24-695 with Tuff Group Holdings Pty Ltd provided that those contract terms are consistent with this resolution; and**
 - b. **execute Contract Numbers 2023/24-695 on behalf of Council.**

Moved Cr Peter Eddy
Seconded Cr Mark Harris

CARRIED

**6.3 CONTRACT 2022/23-751
ROWLANDS STREET ROAD RECONSTRUCTION
(RO – Bridget Wetherall / Robin Hand)**

SUMMARY

1. This report seeks to award a contract for the provision of Rowlands Street road reconstruction from Birdwood Avenue to Vickers Street, Sebastopol.

BACKGROUND

2. This project will see the remainder of Rowlands Street, Sebastopol between Birdwood Avenue and Vickers Street reconstructed.
3. Rowlands Street, between Hill Street and Vickers Street was reconstructed in 2021.
4. Rowlands Street has a dilapidated asphalt carriageway with gravel shoulders and undulating concrete kerb and channel with areas of localised ponding. The extent of works to be undertaken includes:
 - Earthworks;
 - Minor Drainage Construction
 - Asphalt Surfacing;
 - Pavement Construction;
 - Construction and Sealing of Shoulders;
 - Kerb and Channel Construction;
 - Footpath and Kerb Ramp Construction;
 - Bus Stop Pad Reconstruction;
 - Line Marking;
 - Vehicle Crossing Reinstatement;
 - Nature Strip Reinstatement; and
 - Signage and ancillary works.

KEY MATTERS

5. Twelve (12) tender submissions were received. One (1) tenderer withdrew their submission and eleven (11) were evaluated in full.

RESOLUTION

6. **That the Contracts Approval Delegated Committee:-**
 - 6.1 **Resolve to enter into Contract Number 2022/23-751 for the provision of Rowland Street road reconstruction from Birdwood Avenue to Vickers Street, Sebastopol with Pipecon Pty Ltd for the total tendered price of \$1,125,291.01 (excluding GST).**
 - 6.2 **Authorises the Chief Executive Officer to:**
 - a. **finalise the terms of Contract 2022/23-751 with Pipecon Pty Ltd provided that those contract terms are consistent with this resolution; and**
 - b. **execute Contract Numbers 2022/23-751 on behalf of Council.**

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.4 UPDATE ON TENDER STATUS
(RO – John Hausler / Michael Riseley)

SUMMARY

1. This report is provided for the information of the Contracts Committee.

BACKGROUND

2. The report outlines the status of tenders – planning, advertising, evaluating or reports being prepared for final approval.
3. The report is provided once a month, to increase transparency regarding the status and progress of tenders.

KEY MATTERS

4. The updated report gives a snapshot of the tender status at a set date.
5. The report lists the estimated budget at the time of the Request for Tender. This value will not necessarily be the final amount submitted for approval.
6. The level of approval indicated on the report is based on the budget estimate and may change dependent on the final prices submitted.

For Information and noting only

SECTION 66 MATTERS

RESOLUTION:

That the Committee resolves to come out of Section 66 and adopt the resolutions made therein.

Moved Cr Peter Eddy
Seconded Cr Mark Harris

CARRIED

General Business

No general business was discussed.

There being no further business, the Chairperson declared the meeting closed at 1.17pm

Confirmed this 20th day of December, 2023

Cr Ben Taylor
Cr Ben Taylor
Chairperson

9.11. AUDIT AND RISK COMMITTEE ASSESSMENT OF COMMITTEE AND COMMITTEE MEMBER PERFORMANCE

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. To present Council with the Audit and Risk Committee's Self-Assessment Survey Results for 2022/2023.

BACKGROUND

2. In accordance with section 54(4) of the *Local Government Act 2020*, the Audit and Risk Committee is required to:
 - Undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and,
 - Provide a copy of the annual assessment to the Chief Executive for tabling at the next Council meeting.

KEY MATTERS

3. The Audit and Risk Committee Self-Assessment Survey was sent to the Committee members on 17 October 2023 to assess its performance in 2022/2023 and 5 responses were received.
4. The self-assessment survey results were received and noted by the Audit and Risk Committee on 6 December 2023.
5. Attachment 2 provides the Audit and Risk Committee Self-Assessment Survey results.

OFFICER RECOMMENDATION

6. **That Council:**
 - 6.1 **Receive and note the Audit and Risk Committee Self-Assessment Survey results.**

ATTACHMENTS

1. Governance Review [9.11.1 - 2 pages]
2. Audit and Risk Committee Results 2022-2023 [9.11.2 - 50 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Audit and Risk Committee Annual Assessment is a statutory requirement of the *Local Government Act 2020* (the Act) and links to the Council Plan, Accountability.

COMMUNITY IMPACT

2. It is considered that the report does not have any community impact implications.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. In accordance with s54(4) of the Act, the Audit and Risk Committee is required to undertake an annual assessment of its performance against the Audit and Risk Committee Charter.
7. The report complies with the Act.

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. No community consultation and engagement is required for the subject of 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.

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

28 February 2024 Council Meeting Agenda

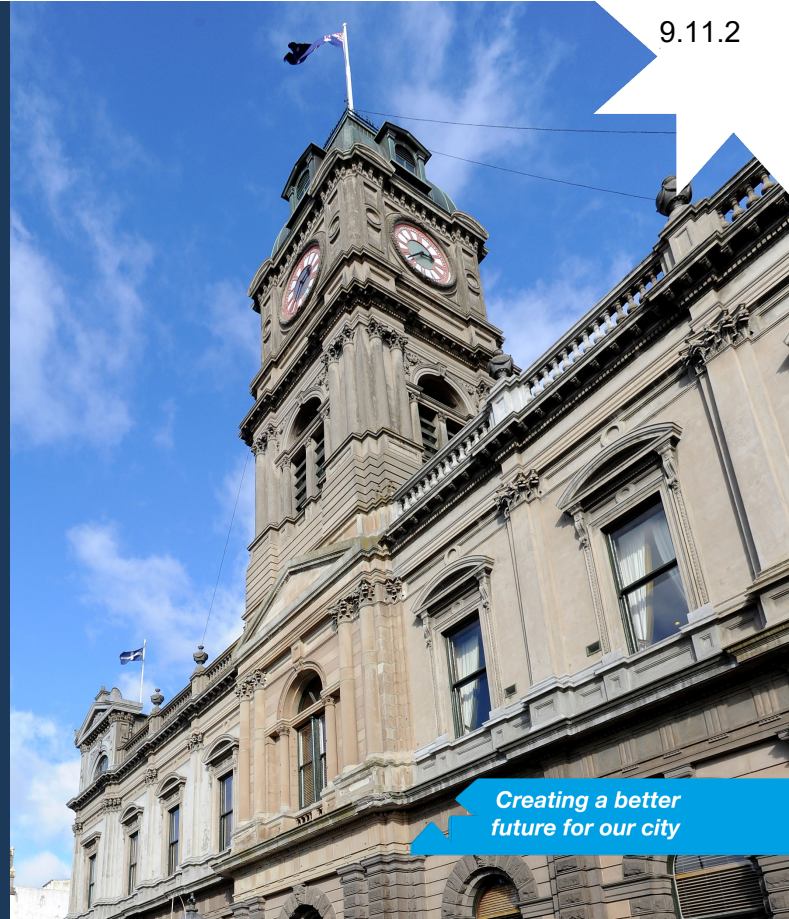


Audit and Risk Committee Self-Assessment Survey Results

6 December 2023

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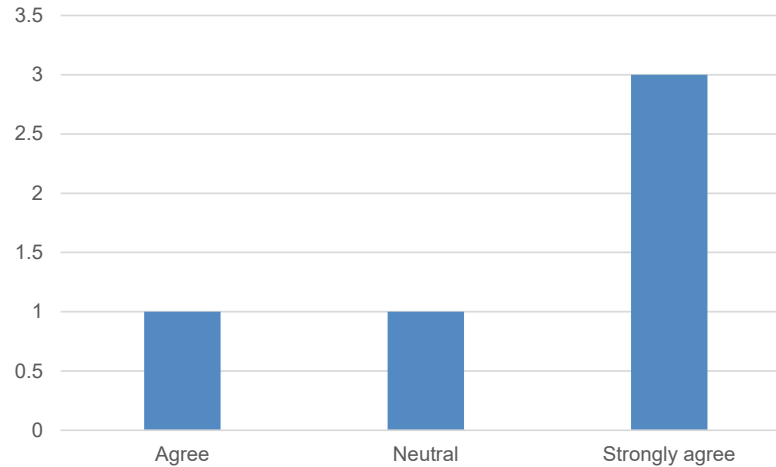
9.11.2



*Creating a better
future for our city*

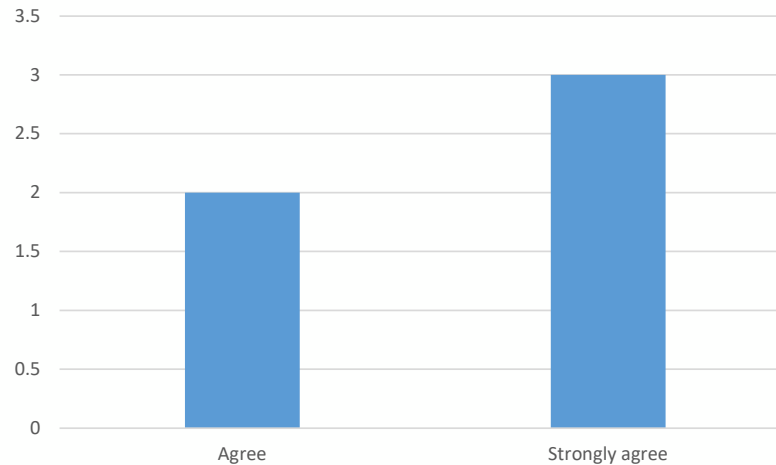
Audit Committee Charter

The Charter clearly articulates the Committee’s roles and responsibilities and provides it with the necessary authority to discharge them. Results shown below:



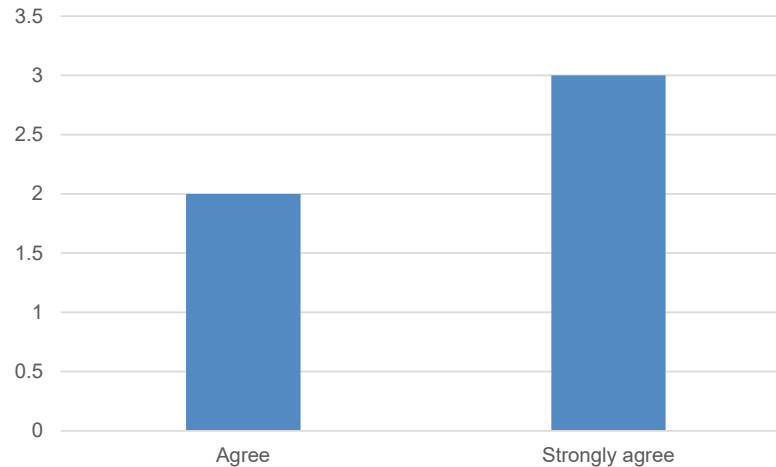
Audit Committee Charter

The Charter facilitates and supports the effective operation of the Committee. Results shown below:



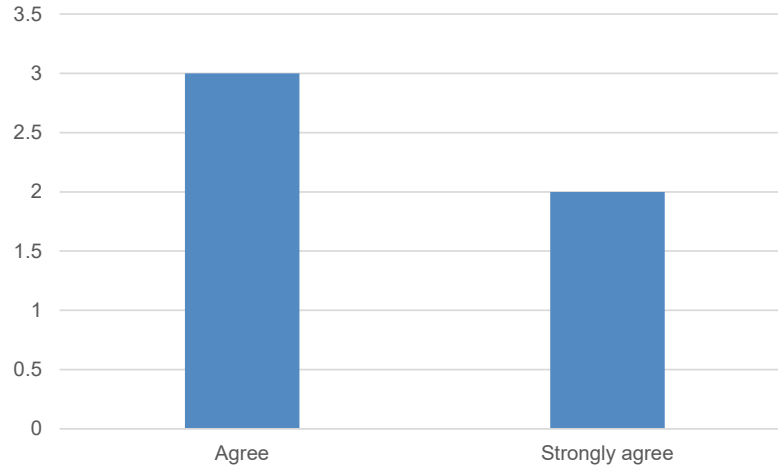
Audit Committee Charter

During the past year, the Committee has adequately addressed all of its responsibilities as detailed in the Charter. Results shown below:



Audit Committee Charter

The Charter ensures the Committee is sufficiently independent from the management of Council. Results shown below:



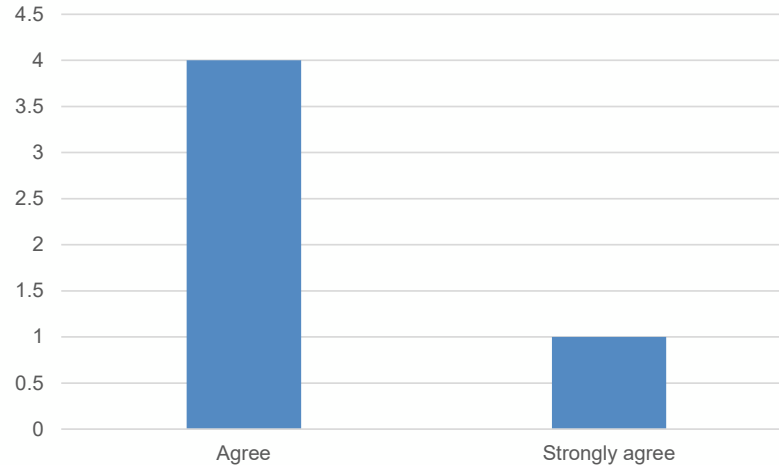
Audit Committee Charter

The Committee provided feedback comments/suggestion on the performance of the Audit Committee Charter

- From my observations this year, and being back involved after several years away, the committee runs very smoothly and the dialogue between the committee and officers that present is very healthy and in the best interest. It is a very cooperative space.

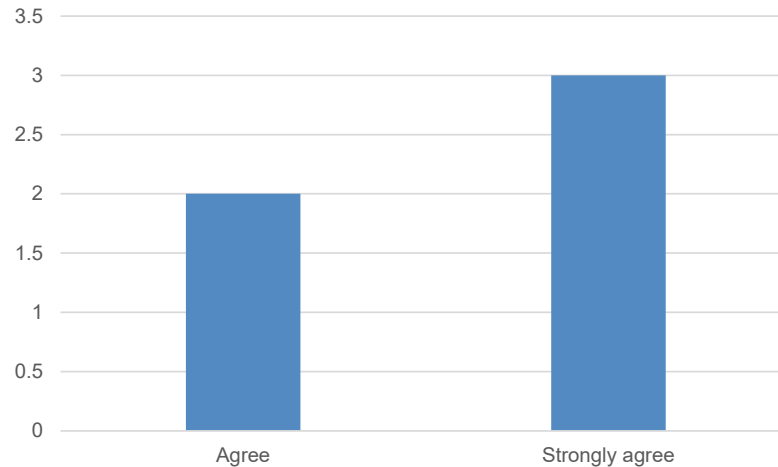
Skills and Experience

The Committee has the desired mix of skills to allow it to effectively discharge its responsibilities. Results shown below:



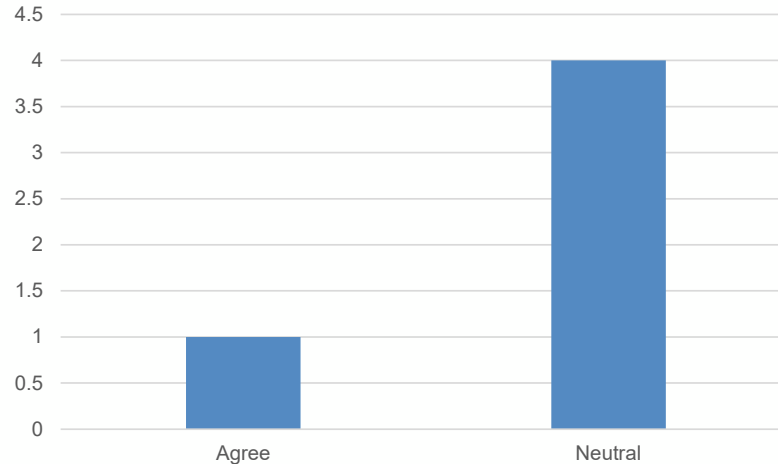
Skills and Experience

The Committee has been able to analyse and critically evaluate information presented to it by management. Results shown below:



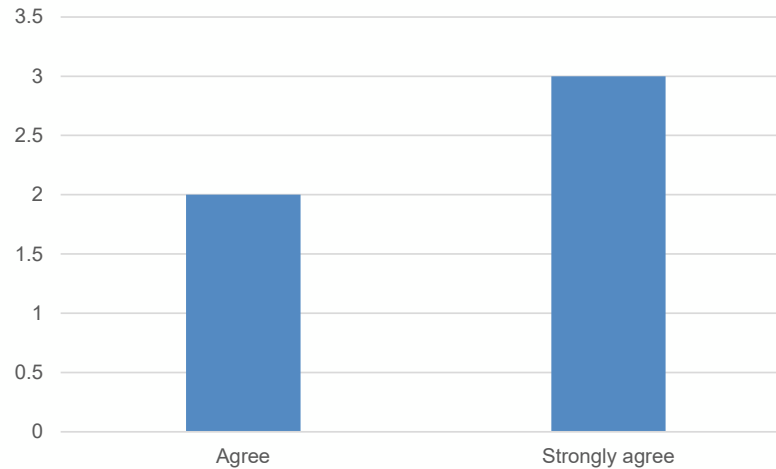
Skills and Experience

There is a clear process that Committee members can follow to access advice and /or training to improve their skills and knowledge. Results shown below:



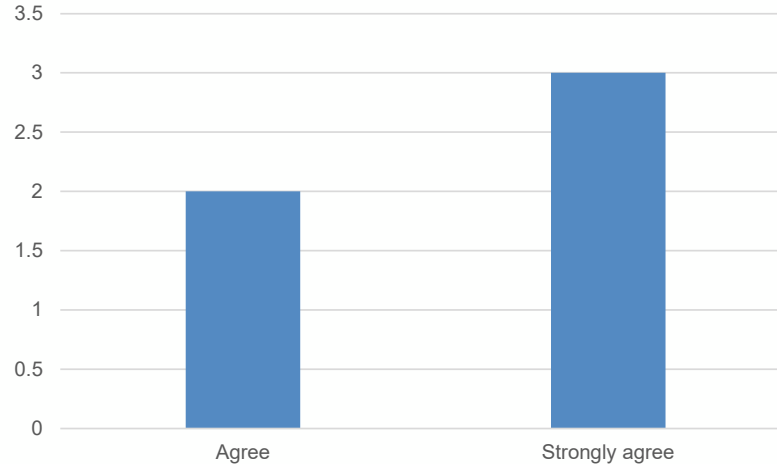
Skills and Experience

The Committee’s collective skills are adequate in light of its responsibilities.
Results shown below:



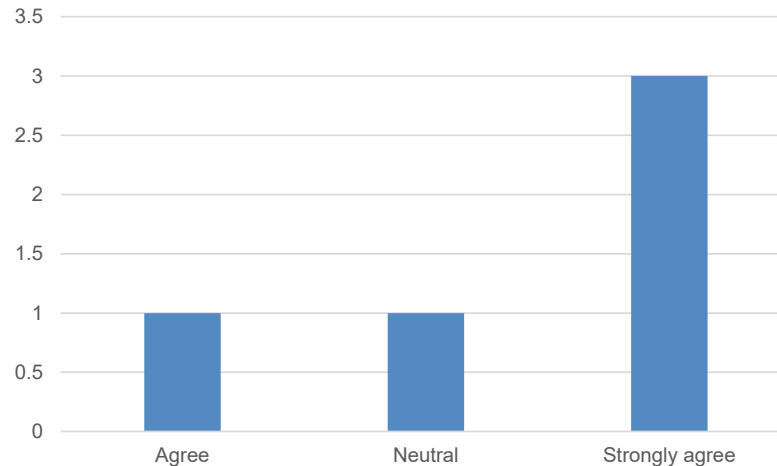
Skills and Experience

The Committee has responded appropriately where significant risks and/or control breakdowns have been brought to its attention. Results shown below:



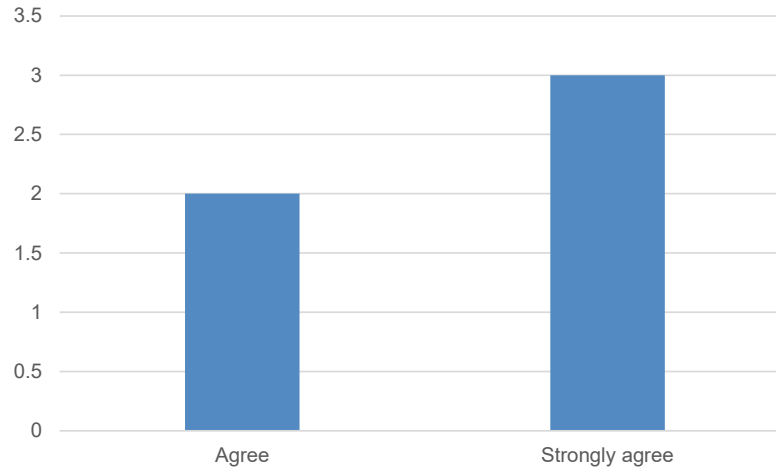
Skills and Experience

The Committee has shown an openness to new ideas and different views in its deliberations. Results shown below:



Skills and Experience

The Committee has been sufficiently probing and challenging in its deliberations. Results shown below:



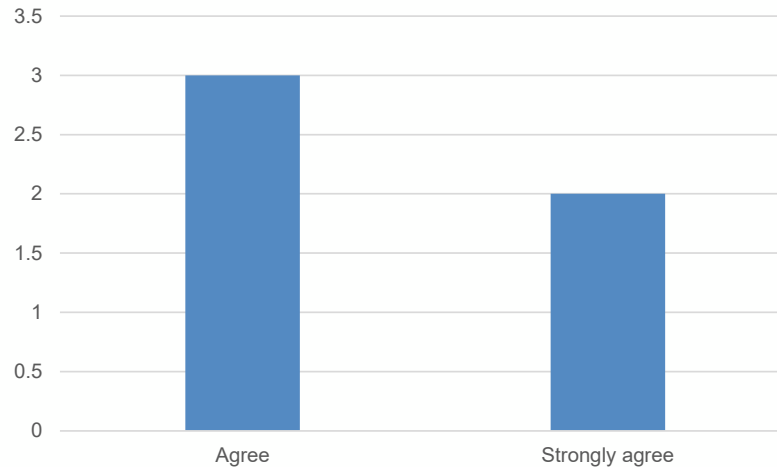
Skills and Experience

The Committee provided feedback comments/suggestion on the performance of the Skills and Experience.

- It would be beneficial to compile a matrix of the skills of the independent external members which recruitment for the vacant member position is complete to assist in identifying any significant skills gaps and inform the future skill needs of the Committee when a member ends their appointment to the Committee.
- The diversity of skills by committee members has ensured appropriated questions are being asked.

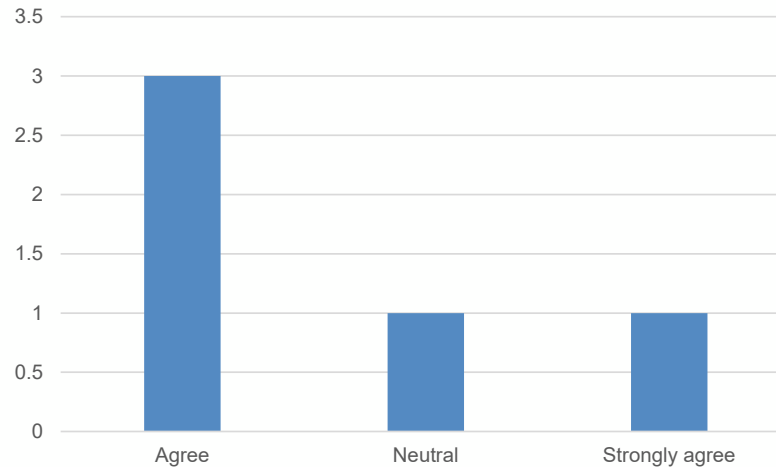
Understanding the Business

The Committee has an adequate understanding of Council’s risk management framework and risk profile. Results shown below:



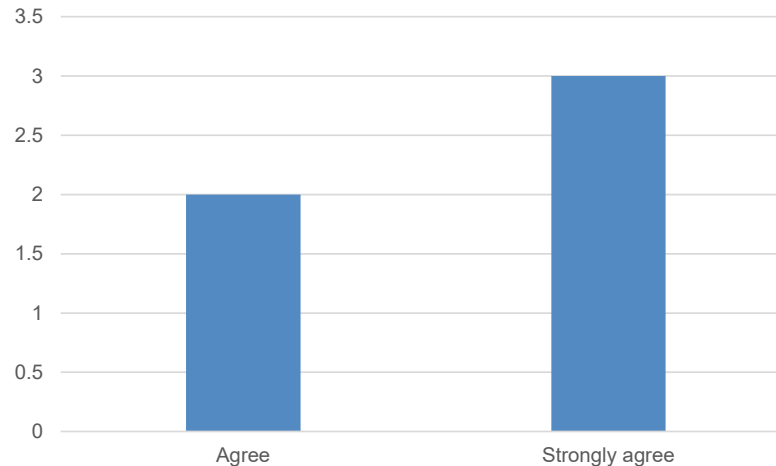
Understanding the Business

The Committee has an adequate understanding of Council’s Internal control framework to mitigate significant risks. Results shown below:



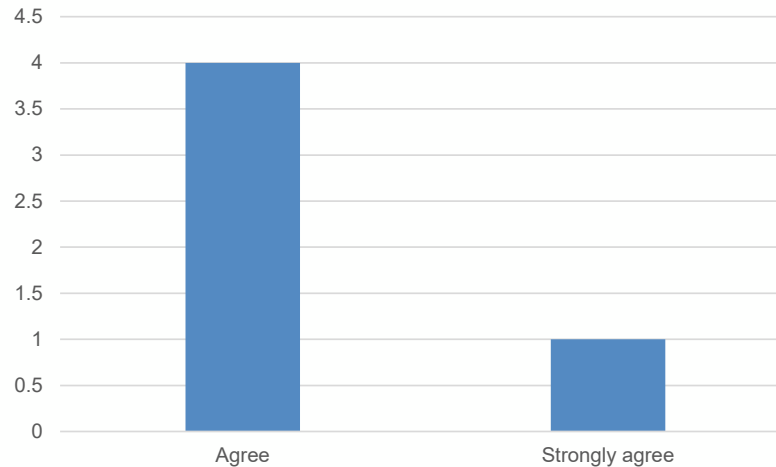
Understanding the Business

The Committee has an adequate understanding of Council’s financial and statutory reporting requirements. Results shown below:



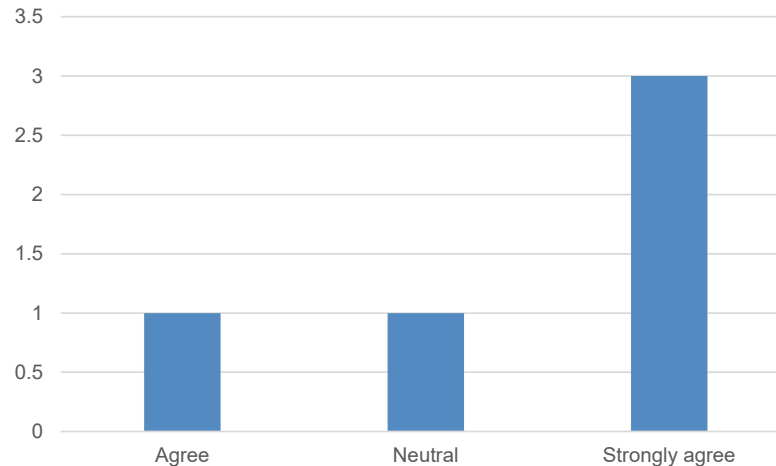
Understanding the Business

The Committee has an adequate understanding of Council’s legislative compliance requirements. Results shown below:



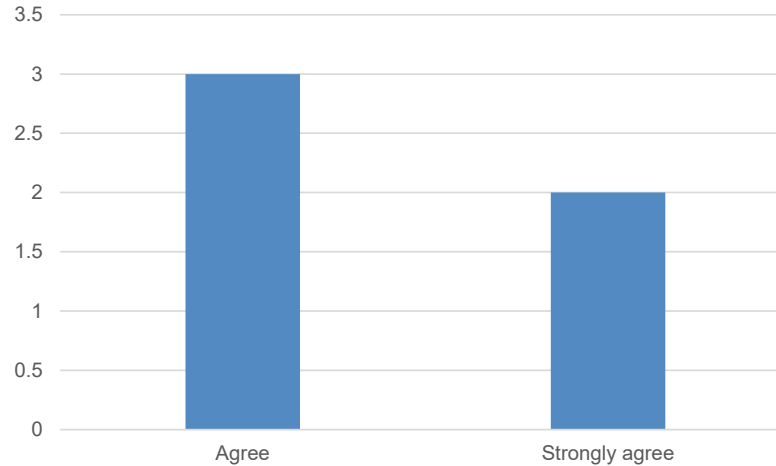
Understanding the Business

The Committee receives appropriate briefings on current and emerging business risks. Results shown below:



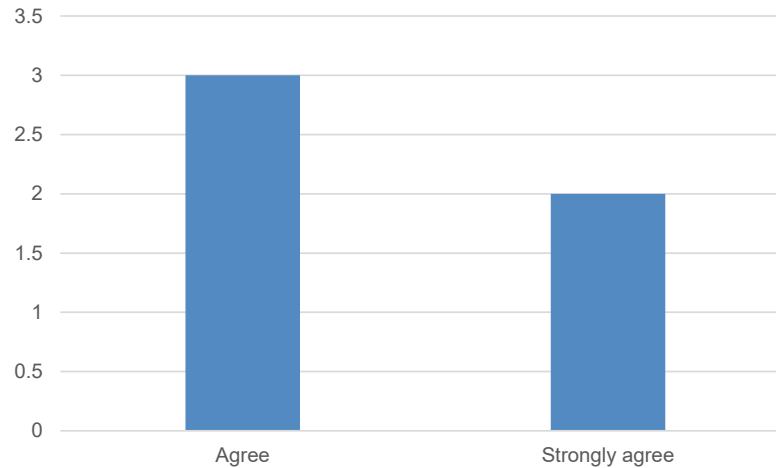
Understanding the Business

The Committee receives appropriate briefings on changes in financial reporting requirements. Results shown below:



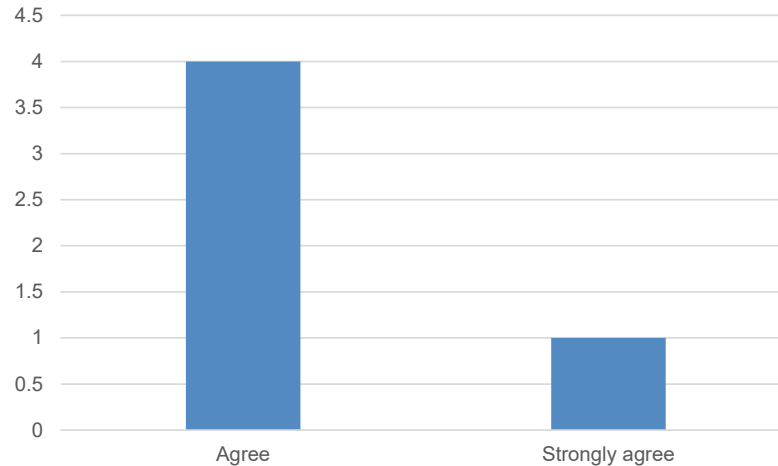
Understanding the Business

The Committee receives appropriate briefings on changes in performance reporting requirements. Results shown below:



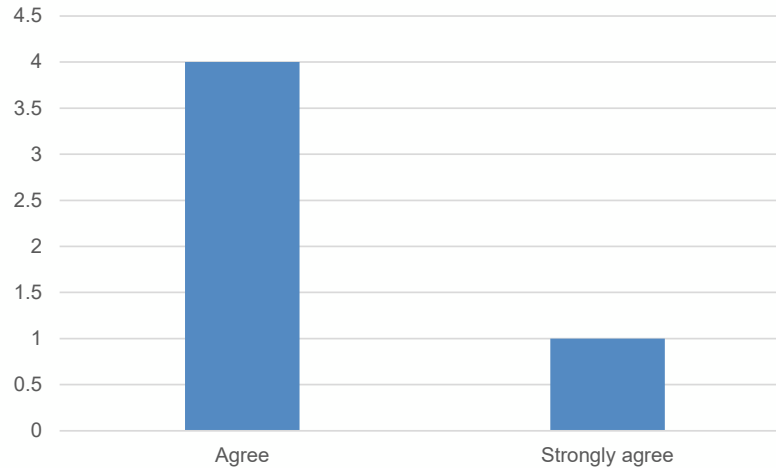
Understanding the Business

The Committee receives appropriate briefings on Integrity Body reports.
Results shown below:



Understanding the Business

The Committee receives appropriate briefings on changes in the business/regulatory environment. Results shown below:



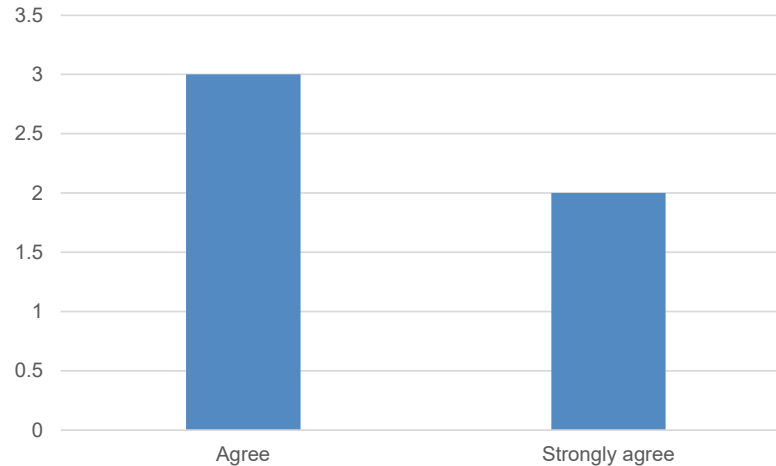
Understanding the Business

The Committee provided feedback comments/suggestion on the performance of understanding the business.

- It would be valuable with the recruitment of a new Committee member to conduct a deep dive in 2024 into Council's risk management framework and supporting risk/controls register. The briefings on the prioritised risk actions as details in the ERAP report clearly shows the improvement effort in managing risk, while the deep dive ensures the Committee has a full understanding of the organisation's risk profile and appreciation of the high exposure areas.

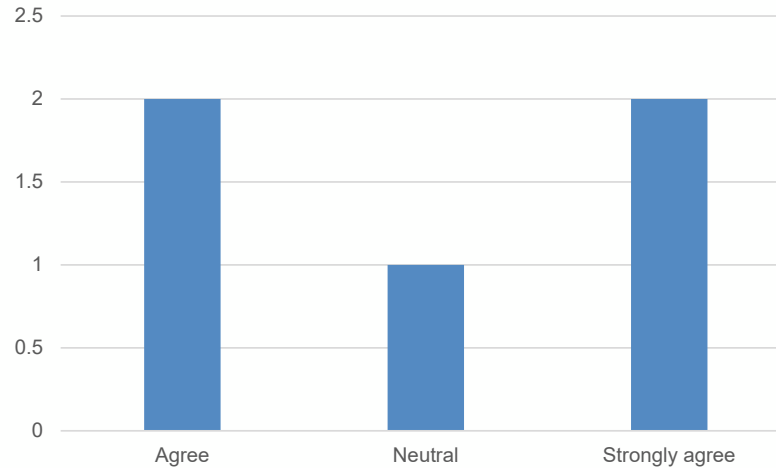
Meeting Administration and Conduct

The Committee has had an appropriate number of meetings to properly discharge its responsibilities. Results shown below:



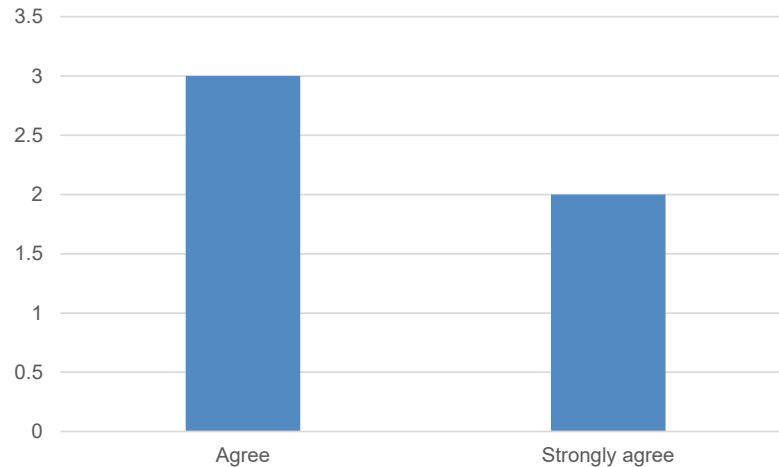
Meeting Administration and Conduct

Agendas are structured to allow sufficient time to discuss all critical issues.
Results shown below:



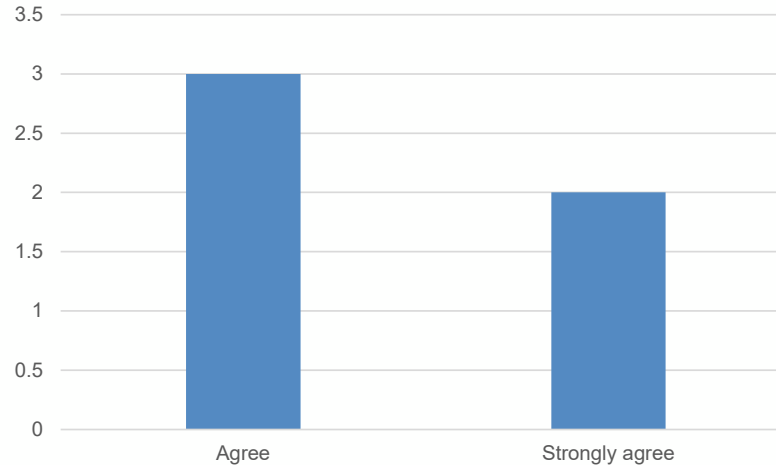
Meeting Administration and Conduct

The Committee receives agendas and supporting papers in sufficient time prior to meetings. Results shown below:



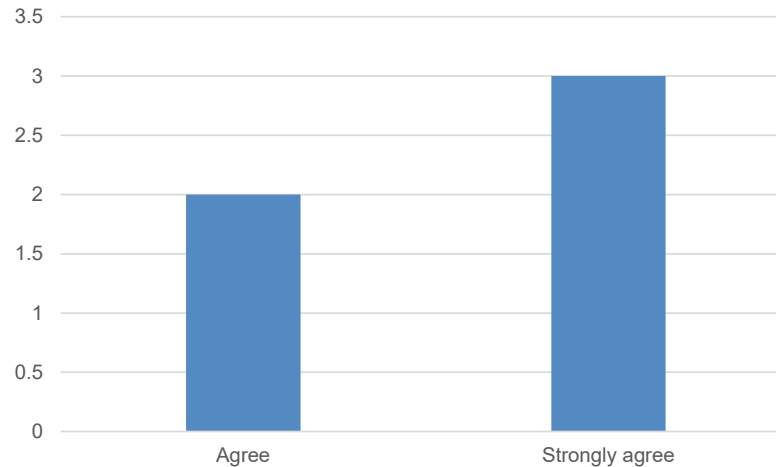
Meeting Administration and Conduct

Agendas and supporting papers are of sufficient clarity and quality to enable the Committee to make informed decisions. Results shown below:



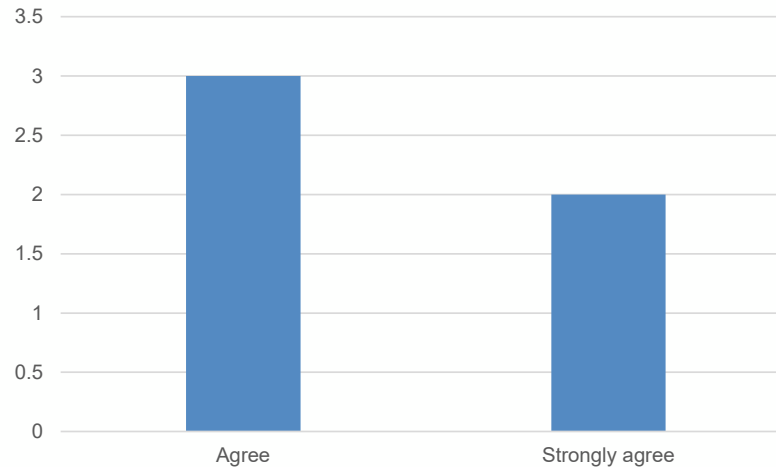
Meeting Administration and Conduct

Committee meetings are well run and productive. Results shown below:



Meeting Administration and Conduct

Committee minutes are appropriately maintained and provided to Council on a timely basis. Results shown below:



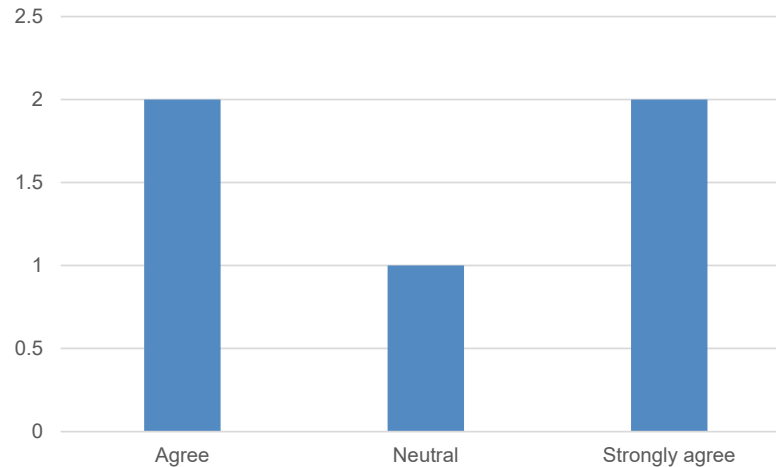
Meeting Administration and Conduct

The Committee provided feedback comments/suggestion on the performance of meeting administration and conduct.

- Meeting agendas can be substantial (and appropriately so), however, this means that some items are skimmed over rather than being given appropriate consideration, However, the Chair ensure that items of significance are given appropriate consideration during the meetings.
- A high standard is maintained in the administration of the Committee's activities.

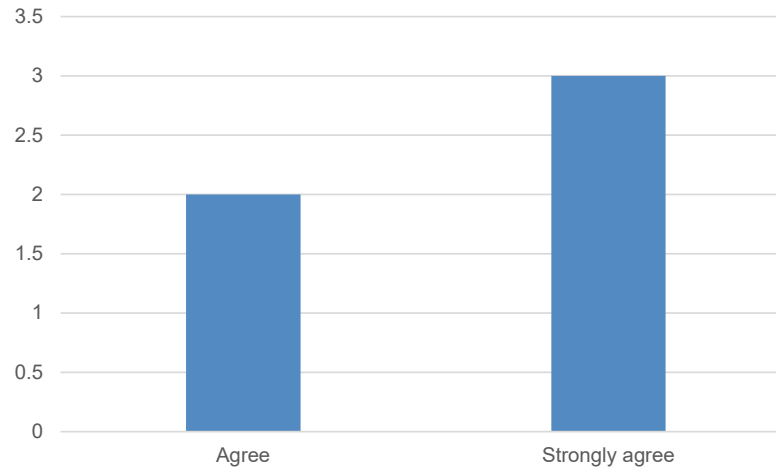
Communications with Council

Committee communications to Council about its deliberations and decisions are appropriate. Results shown below:



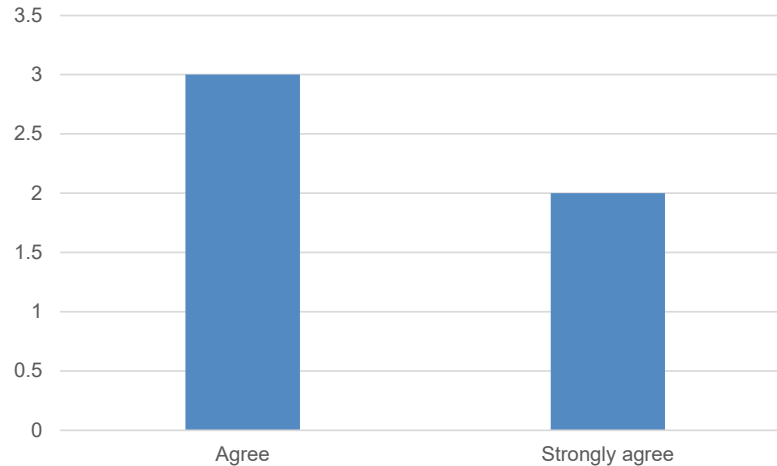
Communications with Council

Committee reports to Council on its activities are appropriate. Results shown below:



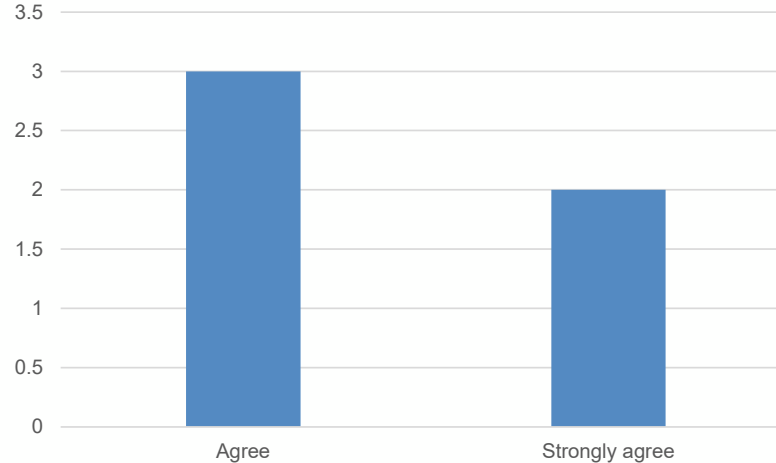
Management Commitment and Support

Information and briefing papers presented by management meet the Committee’s expectations in respect of Council’s risk profile and mitigating actions for key risks. Results shown below:



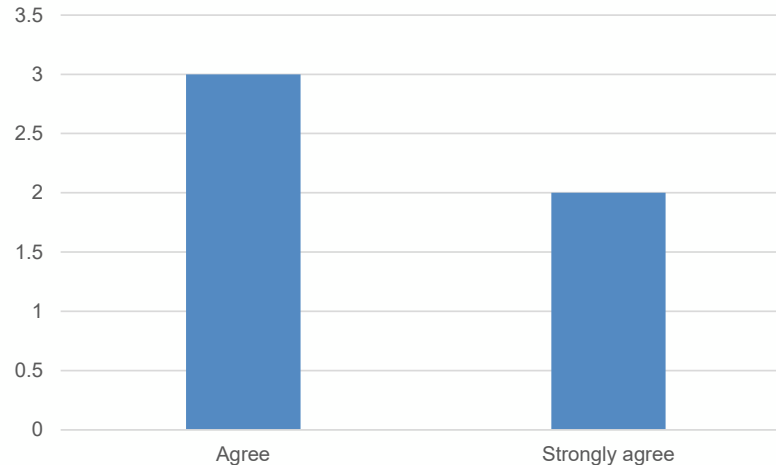
Management Commitment and Support

Information and briefing papers presented by management meet the Committee’s expectations in respect of Maintenance of a strong internal control environment that is effective in mitigating key risks. Results shown below:



Management Commitment and Support

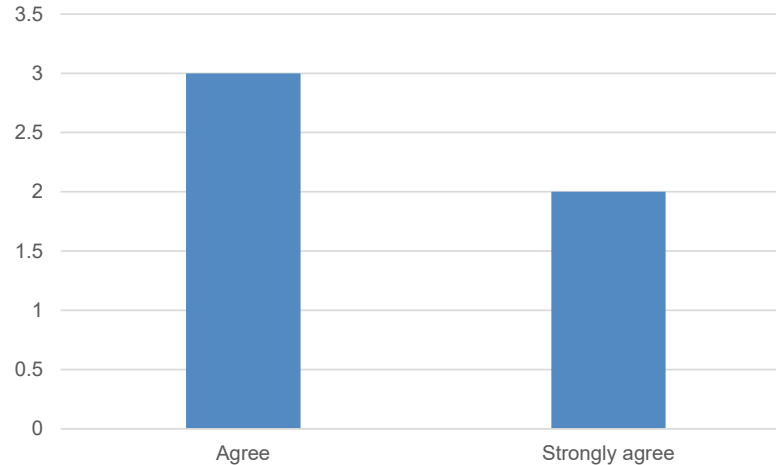
Information and briefing papers presented by management meet the Committee’s expectations in respect of management of Council’s compliance and regulatory obligations. Results shown below:



Management Commitment and Support

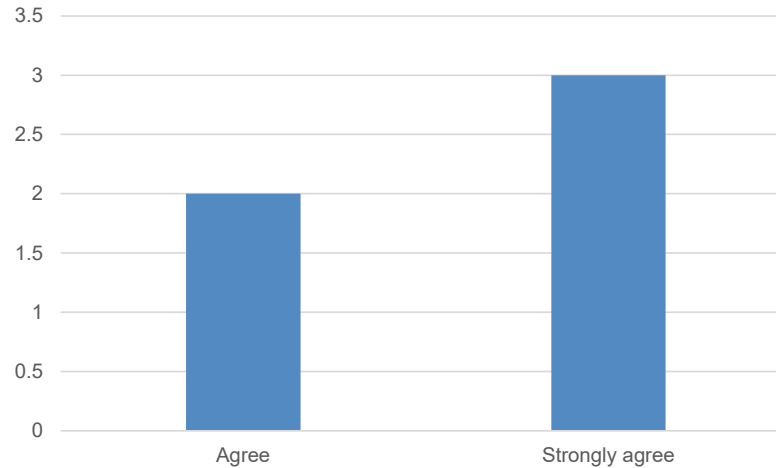
Information and briefing papers presented by management meet the Committee's expectations in respect of Council's external reporting requirements.

Results shown below:



Management Commitment and Support

The Committee has a positive attitude to continuous improvement in its dealings with management. Results shown below:



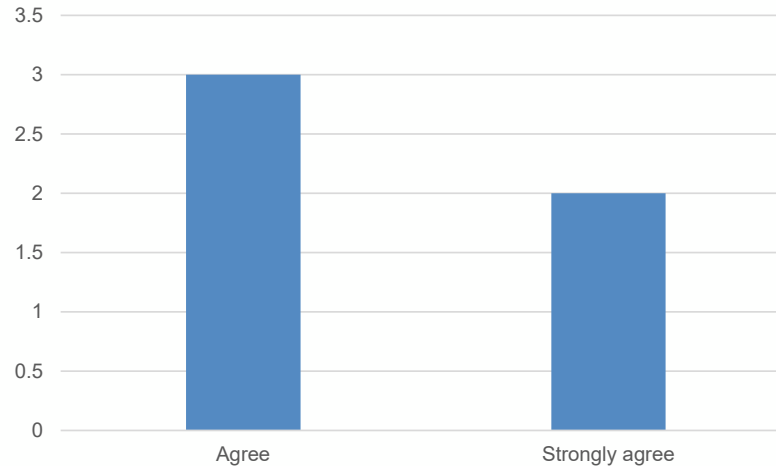
Management Commitment and Support

The Committee provided feedback comments/suggestion on the performance of management commitment and support.

- Acknowledge the improvements implemented by management to various reports in response to feedback from the Committee.

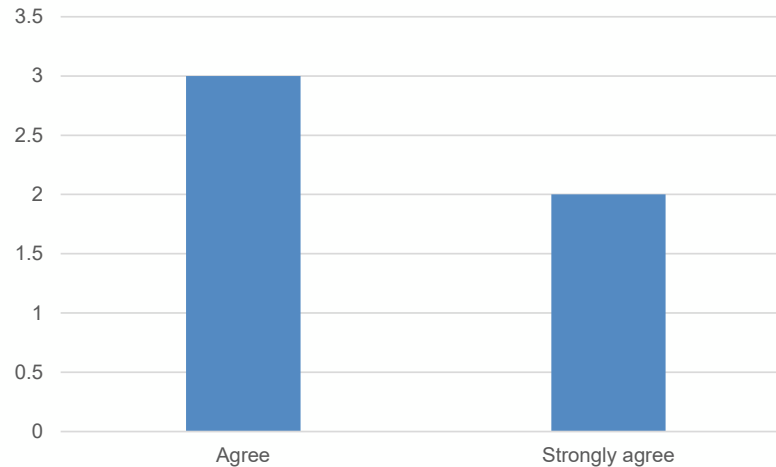
Internal Audit

The Committee reviewed and approved the internal audit plan.
Results shown below:



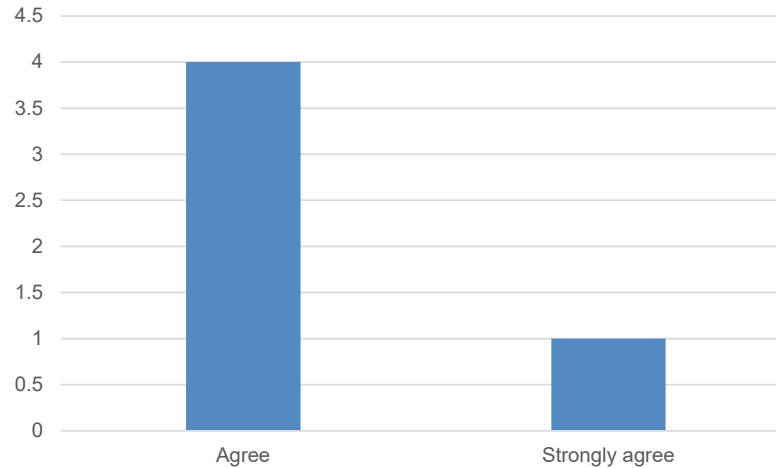
Internal Audit

The Committee reviewed and approved any significant changes to the internal audit plan. Results shown below:



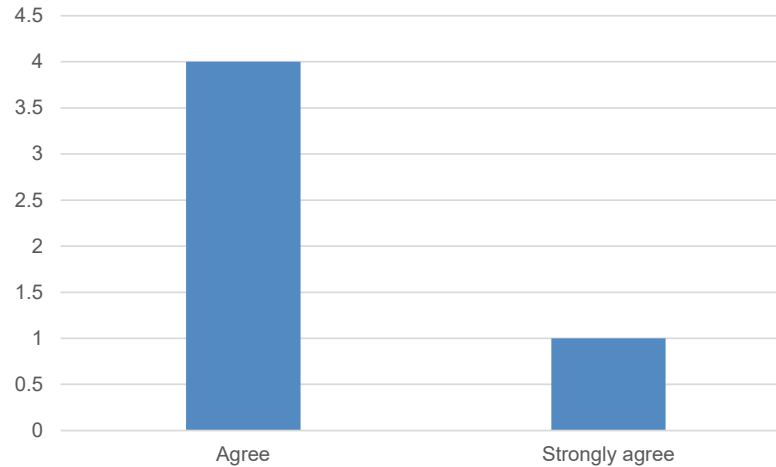
Internal Audit

The Committee considered the adequacy of internal audit resources. Results shown below:



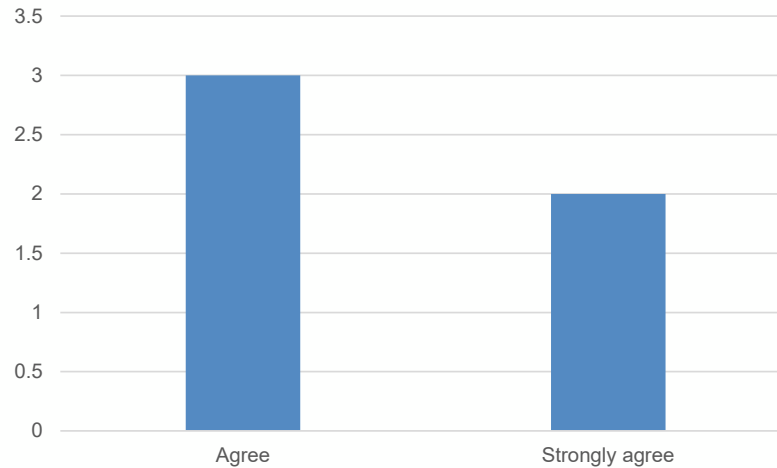
Internal Audit

The Committee considered the performance of the internal audit function. Results shown below:



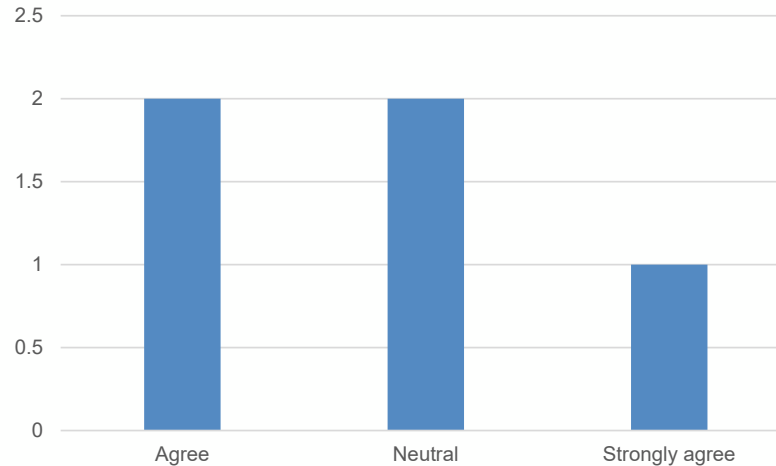
Internal Audit

The Committee reviewed all internal audit reports and monitored management responses to recommendations. Results shown below:



Internal Audit

The Committee reviewed the Internal Audit Charter to ensure that appropriate structures, authority, access and reporting arrangements are in place for the internal audit function. Results shown below:



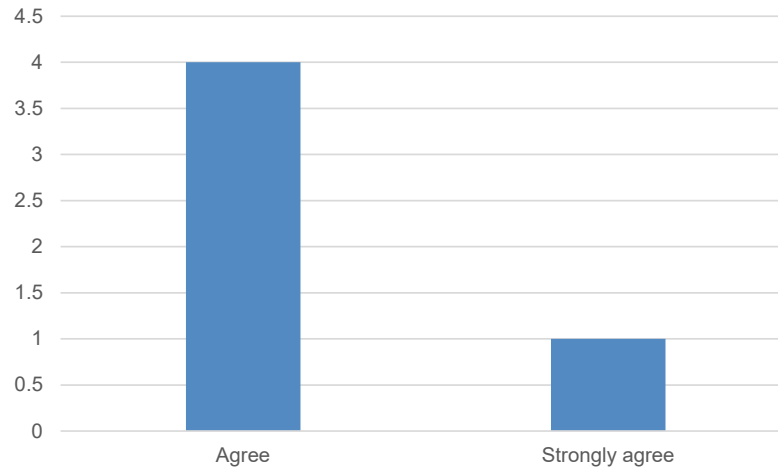
Internal Audit

The Committee provided feedback comments/suggestion on the performance of Internal Audit.

- Unsure if there is an Internal Audit Charter in operation, and this should be confirmed. It is better proactive to have such a charter in place.

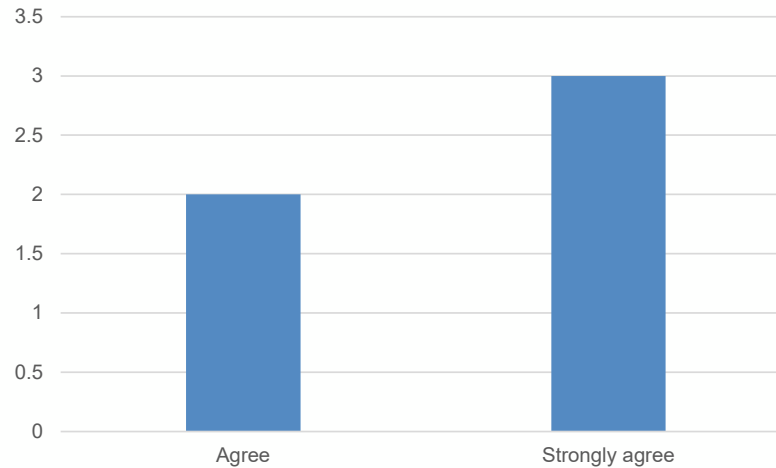
External Audit

The Committee was adequately briefed on the external audit plan.
Results shown below:



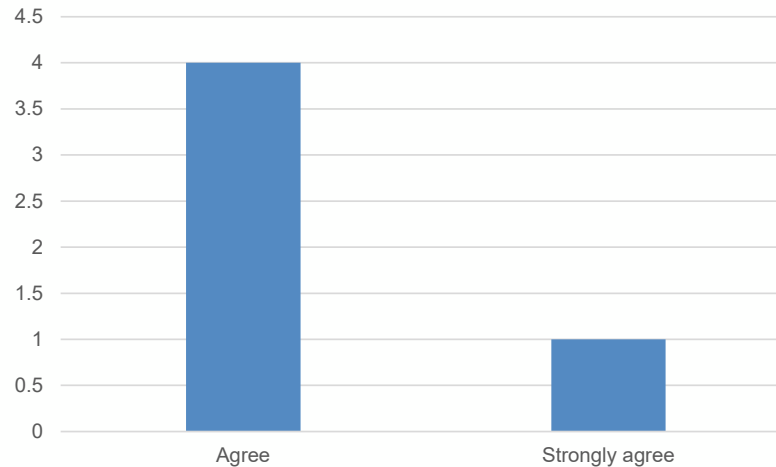
External Audit

The Committee reviewed external audit reports and management letters and monitored management responses to findings and recommendations made by external audit. Results shown below:



External Audit

The Committee provided feedback comments/suggestion the performance of external audit. Results shown below:



Other Comments

- Overall, a good report card for 2023, reflecting an notable uplift in performance and achievement by the organisation. Further improvements during 2024 with development of a Committee member skills matrix, a deep dive into the risk management framework and risk registers and having a current Internal Audit Charter in place can further strengthen the governance of audit and risk management functions.
- I believe that the City of Ballarat is well served by the current Audit and Risk Committee. The committee is about to welcome a new panel member after a member retired which caused a casual vacancy. Meetings are generally about continuous improvement and the positive dialogue back and forward is healthy, open and transparent.

9.12. S11A AND S11B INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Division: Corporate Services
Director: John Hausler
Author/Position: Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. The purpose of the report is to revoke the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* and the S11B Instrument of Appointment and Authorisation under the *Environment Protection Act 2017* for Jesse Sherman.
2. The purpose of the report is to endorse the S11A Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* for Deanne Sheppard and Tyler Channell.

BACKGROUND

3. The Chief Executive Officer appoints the majority of authorised officers under Section 224 of the *Local Government Act 1989*, under Council's delegation to the Chief Executive Officer. However, the appointment of authorised officers under the *Planning and Environment Act 1987* and the *Environment Protection Act 2017* cannot be delegated to the Chief Executive Officer and must be made by a resolution of Council.

KEY MATTERS

4. At the Council Meeting held on 27 January 2021, Council resolved R17/21 to endorse the S11A authorisation for Jesse Sherman under the *Planning and Environment Act 1987*. At the Council Meeting held on 28 July 2021, Council resolved R151/21 to endorse the S11B authorisation for Jesse Sherman under the *Environment Protection Act 2017*. Jesse Sherman was in the position of Compliance Officer until 15 December 2023 and the authorisation consequently now requires revocation by Council resolution.
5. At the Council Meeting held on 22 July 2020, Council resolved R181/20 to endorse the S11A authorisation for Peri Bowman under the *Planning and Environment Act 1987*. Peri Bowman was in the position of Statutory Planner and the authorisation consequently now requires revocation by Council resolution.
6. Deanne Sheppard holds the position of Principal Strategic Planner, and the *Planning and Environment Act 1987* requires Council to resolve the authorisation for the officer to undertake duties under that Act.
7. Tyler Channell holds the position of Compliance Officer, and the *Planning and Environment Act 1987* requires Council to resolve the authorisation for the officer to undertake duties under that Act.

OFFICER RECOMMENDATION**8. That Council:**

- 8.1 In the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, Ballarat City Council (Council) resolves that–**
- a. The members of Council staff referred to in the instrument attached be appointed and authorised as set out in the instrument.**
 - b. The instrument comes into force immediately upon being signed by Council’s Chief Executive Officer and remains in force until Council determines to vary or revoke it.**
- 8.2 Revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Jesse Sherman effective 28 February 2024.**
- 8.3 Revoke the S11B Instrument of Appointment and Authorisation (*Environment Protection Act 2017*) for Jesse Sherman effective 28 February 2024.**
- 8.4 Revoke the S11B Instrument of Appointment and Authorisation (*Environment Protection Act 2017*) for Peri Bowman effective 28 February 2024.**

ATTACHMENTS

- 1. Governance Review [9.12.1 - 2 pages]
- 2. S11A Deanne Sheppard [9.12.2 - 2 pages]
- 3. S11A Tyler Channell [9.12.3 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Instruments of Appointment and Authorisation are a statutory requirement of Council.

COMMUNITY IMPACT

2. Council will make the register of authorised officers available on Council's website in accordance with Council's Public Transparency Policy.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. It is essential that Council's authorisations are constantly maintained and periodically reviewed so that appropriate officers have the power to carry out their duties lawfully. This is a key component in Council meetings, as legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987*.

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. There has been consultation with relevant managers and officers to ensure the correct officers have been authorised to complete tasks.
9. The revocation and conferring of authorisations does not require any public consultation, however, Council is required to keep a register of all authorised officers available for public inspection.

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GENDER EQUALITY ACT 2020

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

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.

PROCUREMENT COLLABORATION

(For Contracts Only)

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S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

Ballarat City Council

Instrument of Appointment and Authorisation
(Planning and Environment Act 1987 only)

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**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

Deanne Sheppard

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

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S11A Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

Ballarat City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

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**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

Tyler Channell

By this instrument of appointment and authorisation Ballarat City Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Ballarat City Council on [insert date and resolution]

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9.13. S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

Division: Corporate Services
Director: John Hausler
Author/Position Sarah Anstis – Statutory Compliance Officer

PURPOSE

1. To review and update the S6 Instrument of Delegation, Members of Staff for Council's consideration.

BACKGROUND

2. The Instrument of Delegations are granted to the positions of members of Council staff rather than to the individual staff member. This means that the delegation will still apply to the position should there be a change in personnel or any staff acting in the role.
3. It is imperative that Council staff have the correct delegation for dealing with matters under the current Acts and Regulations.
4. The powers conferred on the Council under some legislative Instruments cannot be delegated through the Chief Executive Officer and must be delegated from Council.

KEY MATTERS

5. Changes to the Instrument of Delegation since the last approved iteration include:
 - Updates to the *Planning and Environment Act 1987*
 - Updates to the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020

OFFICER RECOMMENDATION

6. **In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Ballarat City Council (Council) resolves that:**
 - 6.1 **There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached *Instrument of Delegation to members of Council staff*, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**
 - 6.2 **The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer.**
 - 6.3 **On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.**
 - 6.4 **The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

ATTACHMENTS

1. Governance Review [**9.13.1** - 2 pages]
2. New provisions [**9.13.2** - 1 page]
3. S6 Instrument of Delegation - Members of Staff [**9.13.3** - 169 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Instrument of Delegation is a statutory requirement of Council.

COMMUNITY IMPACT

2. There are no community impacts identified for the subject of this report.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

LEGAL AND RISK CONSIDERATIONS

6. The endorsement of the revised S6 Instrument of Delegation ensures that the core operations functions of the Council are not impeded.
7. Council's delegations are constantly maintained and periodically monitored to ensure that appropriated Council officers have the power to carry out their duties lawfully.

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 has been consultation with the relevant managers to ensure the correct delegations have included in the Instrument of Delegation.

GENDER EQUALITY ACT 2020

10. 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

11. No Council Officers who have provided advice in relation to this report have a conflict of interest regarding the matter.

PROCUREMENT COLLABORATION

(For Contracts Only)

NEW Provisions

| Delegation Source | Provision | Item Delegated | Delegate | Conditions & Limitations |
|---|-----------|---|------------------------------|---|
| Planning and Environment Act 1987 | s 125(1) | Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order. | CCPSC, MSTP, DDG, EMDF, EMRS | Section 123 of the Victorian Civil and Administrative Tribunal Act 1998 applies on an application to the Tribunal. _____ |
| Planning and Environment Act 1987 | s 148B | Power to apply to the Tribunal for a declaration. | CCPSC, MSTP, DDG, EMDF, EMRS | _____ |
| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | r 15(3) | Power to determine where certificate of transfer of registration is displayed | EMPF, DIE | _____ |

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BALLARAT CITY COUNCIL

INSTRUMENT OF DELEGATION

S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

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Preamble

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

| Abbreviation | Position |
|--------------|---|
| AOBS | Administration Officer Building Services |
| AOEH | Administration Officer Environmental Health |
| AOLLT | Administration Officer Local Laws and Traffic |
| AORS | Administration Officer Regulatory Services |
| AOSC | Administration Officer Statutory Compliance |
| CO | Compliance Officer |
| CAM | Coordinator Asset Management |
| CBS | Coordinator Building Services |
| CCPSC | Coordinator Compliance Parking and School Crossings |
| CEH | Coordinator Environmental Health |
| CGNR | Coordinator Gardens and Natural Resources |
| CID | Coordinator Infrastructure Delivery |

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| Abbreviation | Position |
|--------------|---|
| CPG | Coordinator Parks and Gardens |
| CRGC | Coordinator Risk, Governance and Compliance |
| CRM | Coordinator Road Maintenance |
| CSTP | Coordinator Statutory Planning |
| CSP | Coordinator Strategic Planning |
| CTT | Coordinator Traffic and Transport |
| CUFOS | Coordinator Urban Forest and Open Spaces |
| CP | Counter Planner |
| DCA | Development Contributions Accountant |
| DCS | Director Corporate Services |
| DDG | Director Development and Growth |
| DIE | Director Infrastructure and Environment |
| EHO | Environmental Health Officer |
| EOC | Events Officer Compliance |
| EMDF | Executive Manager Development Facilitation |
| EMEG | Executive Manager Economic Growth |
| EMGR | Executive Manager Governance and Risk |

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| Abbreviation | Position |
|---------------------|---|
| EMI | Executive Manager Infrastructure |
| EMO | Executive Manager Operations |
| EMPF | Executive Manager Property and Facilities |
| EMRS | Executive Manager Regulatory Services |
| HSO | Health Services Officer |
| MSTP | Manager Statutory Planning |
| MSP | Manager Strategic Planning |
| MSG | Manager Sustainable Growth |
| MBS | Municipal Building Surveyor |
| Not Applicable | Not Applicable |
| Not Delegated | Not Delegated |
| PSO | Planning Support Officer |
| PP | Principal Planner |
| PPO | Principal Planning Officer |
| PSTP | Principal Statutory Planner |
| PSP | Principal Strategic Planner |

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| Abbreviation | Position |
|---------------------|--|
| PSPUD | Principal Strategic Planner and Urban Designer |
| PTP | Principal Transport Planner |
| POC | Project Officer Compliance |
| RMCS | Road Maintenance Contract Supervisor |
| RMS | Road Maintenance Scheduler |
| SASO | Senior Asset Surveillance Officer |
| SPLEO | Senior Planning Liaison Enforcement Officer |
| SSTP | Senior Statutory Planner |
| SSO | Senior Subdivision Officer |
| SCO | Statutory Compliance Officer |
| STP | Statutory Planner |
| SP | Strategic Planner |
| SASU | Supervisor Asset Surveillance |
| SPD | Supervisor Pathways and Drainage |
| SRS | Supervisor Road Safety |
| SUSR | Supervisor Sealed Roads |
| SUR | Supervisor Unsealed Roads |

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| Abbreviation | Position |
|--------------|--|
| SGP | Sustainable Growth Planner |
| SGPO | Sustainable Growth Project Officer |
| SGTSO | Sustainable Growth Technical Support Officer |
| TLCP | Team Leader Compliance and Parking |
| TLEG | Team Leader Economic Growth |
| TLEH | Team Leader Environmental Health |
| TLRSATS | Team Leader Regulatory Services Administration/Technical Support |
| TOBS | Technical Officer Building Services |
| TOEH | Technical Officer Environmental Health |
| TSODF | Technical Support Officer Development Facilitation |
| TTE | Traffic and Transport Engineer |

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3. declares that:

3.1 this Instrument of Delegation is authorised by [#insert "a resolution" or "resolutions"#] of Council passed on [#date#] [#add "and [date]", if appropriate#]; and

3.2 the delegation:

3.2.1 remains in force until varied or revoked;

3.2.2 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council;

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

Signed by the Chief Executive Officer of Council

in the presence of:

)

)

.....

Witness

Date:

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Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

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S6 Instrument of Delegation - Members of Staff

| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|--|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 8(1)(a)(ii) | Power to manage one or more public cemeteries | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Where Council is a Class B cemetery trust |
| s 12(1) | Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Where Council is a Class B cemetery trust |
| s 12(2) | Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Where Council is a Class B cemetery trust |
| s 13 | Duty to do anything necessary or convenient to enable it to carry out its functions | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|--|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 14 | Power to manage multiple public cemeteries as if they are one cemetery. | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 15(4) | Duty to keep records of delegations | DCS, EMGR, SCO, AOSC, CRGC | |
| s 17(1) | Power to employ any persons necessary | EMPF, DIE | |
| s 17(2) | Power to engage any professional, technical or other assistance considered necessary | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 17(3) | Power to determine the terms and conditions of employment or engagement | EMPF, DIE | Subject to any guidelines or directions of the Secretary |
| s 18(3) | Duty to comply with a direction from the Secretary | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19 | Power to carry out or permit the carrying out of works | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 20(1) | Duty to set aside areas for the interment of human remains | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 20(2) | Power to set aside areas for the purposes of managing a public cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 20(3) | Power to set aside areas for those things in paragraphs (a) - (e) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 24(2) | Power to apply to the Secretary for approval to alter the existing distribution of land | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|--|----------------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 36 | Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Subject to the approval of the Minister |
| s 37 | Power to grant leases over land in a public cemetery in accordance with s 37 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Subject to the Minister approving the purpose |
| s 40 | Duty to notify Secretary of fees and charges fixed under s 39 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 47 | Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery | DCS | Provided the street was constructed pursuant to the Local Government Act 1989 |
| s 52 | Duty to submit a report to the Secretary in relation to any public cemetery for which the cemetery trust is responsible for each financial year in respect of which it manages that cemetery | EMPF, DIE | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|--|----------------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 57(1) | Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Report must contain the particulars listed in s 57(2) |
| s 59 | Duty to keep records for each public cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 60(1) | Duty to make information in records available to the public for historical or research purposes | EMPF, DIE | |
| s 60(2) | Power to charge fees for providing information | DCS | |
| s 64(4) | Duty to comply with a direction from the Secretary under s 64(3) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 64B(d) | Power to permit interments at a reopened cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 66(1) | Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park | CPG, EMO, EMPF, DIE, CUFOS, CGNR | The application must include the requirements listed in s 66(2)(a)-(d) |
| s 69 | Duty to take reasonable steps to notify of conversion to historic cemetery park | EMPF, DIE | |
| s 70(1) | Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 70(2) | Duty to make plans of existing place of interment available to the public | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 71(1) | Power to remove any memorials or other structures in an area to which an approval to convert applies | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 71(2) | Power to dispose of any memorial or other structure removed | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 72(2) | Duty to comply with request received under s 72 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 73(1) | Power to grant a right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 73(2) | Power to impose conditions on the right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|--|--|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 74(3) | Duty to offer a perpetual right of interment | EMPF, DIE | |
| s 75 | Power to grant the rights of interment set out in s 75(a) and (b) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 76(3) | Duty to allocate a piece of interment if an unallocated right is granted | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 77(4) | Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application | EMPF, DIE | |
| s 80(1) | Function of receiving notification and payment of transfer of right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 80(2) | Function of recording transfer of right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 82(2) | Duty to pay refund on the surrender of an unexercised right of interment | DCS | |
| s 83(2) | Duty to pay refund on the surrender of an unexercised right of interment | DCS | |
| s 83(3) | Power to remove any memorial and grant another right of interment for a surrendered right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 84(1) | Function of receiving notice of surrendering an entitlement to a right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 84F(2)(d) | Function of receiving notice of decision to vary or force the surrender of a right of interment under s 84C(2), (3) or (5) | EMPF, DIE | |
| s 84H(4) | Power to exercise the rights of a holder of a right of interment | EMPF, DIE | |
| s 84I(4) | Power to exercise the rights of a holder of a right of interment | EMPF, DIE | |
| s 84I(5) | Duty to pay refund to the previous holder or holders of the right of interment | EMPF, DIE | |
| s 84I(6)(a) | Power to remove any memorial on the place of interment | EMPF, DIE | |
| s 84I(6)(b) | Power to grant right of interment under s 73 | EMPF, DIE | |
| s.85(1) | Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry | CPG, EMO, EMPF, DIE, CUFOS, CGNR | The notice must be in writing and contain the requirements listed in s 85(2) |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|----------------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 85(2)(b) | Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Does not apply where right of interment relates to remains of a deceased veteran. |
| 85(2)(c) | Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location. | EMPF, DIE | May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment |
| s 86 | Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified | EMPF, DIE | |
| s 86(2) | Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment | EMPF, DIE | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|-----------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 86(3)(a) | Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment | EMPF, DIE | |
| s 86(3)(b) | Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b) | EMPF, DIE | |
| s.86(4) | power to take action under s.86(4) relating to removing and re-interring cremated human remains | EMPF, DIE | |
| s.86(5) | duty to provide notification before taking action under s.86(4) | EMPF, DIE | |
| s 86A | Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3) | EMPF, DIE | |
| s 87(3) | Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment | EMPF, DIE | |
| s 88 | Function to receive applications to carry out a lift and re-position procedure at a place of interment | EMPF, DIE | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 91(1) | Power to cancel a right of interment in accordance with s 91 | EMPF, DIE | |
| s 91(3) | Duty to publish notice of intention to cancel right of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 92 | Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment | CPG, EMO, EMPF, DCS, DIE, CUFOS, CGNR | |
| s 98(1) | Function of receiving application to establish or alter a memorial or a place of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 99 | Power to approve or refuse an application made under s 98, or to cancel an approval | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 99(4) | Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 100(1) | Power to require a person to remove memorials or places of interment | EMPF, DIE | |
| s 100(2) | Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1) | EMPF, DIE | |
| s 100(3) | Power to recover costs of taking action under s 100(2) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 101 | Function of receiving applications to establish or alter a building for ceremonies in the cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 102(1) | Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 102(2) & (3) | Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 103(1) | Power to require a person to remove a building for ceremonies | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 103(2) | Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 103(3) | Power to recover costs of taking action under s 103(2) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 106(1) | Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 106(2) | Power to require the holder of the right of interment to provide for an examination | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 106(3) | Power to open and examine the place of interment if s 106(2) not complied with | EMPF, DIE | |
| s 106(4) | Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with | EMPF, DIE | |
| s 107(1) | Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|---|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 107(2) | Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with | EMPF, DIE | |
| s 108 | Power to recover costs and expenses | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 109(1)(a) | Power to open, examine and repair a place of interment | EMPF, DIE | Where the holder of right of interment or responsible person cannot be found |
| s 109(1)(b) | Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial | EMPF, DIE | Where the holder of right of interment or responsible person cannot be found |
| s 109(2) | Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Where the holder of right of interment or responsible person cannot be found |
| s 110(1) | Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 110(1A) | Power to maintain, repair or restore the place of interment if unable to find any of the other holders after diligent inquiries and with the consent of the Secretary | EMPF, DIE | |
| s 110(2) | Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 110A | Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran | DCS | |
| s 111 | Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 112 | Power to sell and supply memorials | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |

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| Cemeteries and Crematoria Act 2003 | | | |
|---|--|----------------------------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 116(4) | Duty to notify the Secretary of an interment authorisation granted | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 116(5) | Power to require an applicant to produce evidence of the right of interment holder's consent to application | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 118 | Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 119 | Power to set terms and conditions for interment authorisations | EMPF, DIE | |
| s 131 | Function of receiving an application for cremation authorisation | EMPF, DIE | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|---|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 133(1) | Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Subject to s 133(2) |
| s 145 | Duty to comply with an order made by the Magistrates' Court or a coroner | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| s 146 | Power to dispose of bodily remains by a method other than interment or cremation | EMPF, DIE | Subject to the approval of the Secretary |
| s 147 | Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation | EMPF, DIE | |
| s 149 | Duty to cease using method of disposal if approval revoked by the Secretary | EMPF, DIE | |
| s 150 & 152(1) | Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met | EMPF, DIE | |

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| Cemeteries and Crematoria Act 2003 | | | |
|------------------------------------|--|----------------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 151 | Function of receiving applications to inter or cremate body parts | EMPF, DIE | |
| s 152(2) | Power to impose terms and conditions on authorisation granted under s 150 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| sch 1 cl 8(3) | Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| sch 1 cl 8(8) | Power to regulate own proceedings | CPG, EMO, EMPF, DIE, CUFOS, CGNR | Subject to cl 8 |

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| Domestic Animals Act 1994 | | | |
|---------------------------|---|------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 41A(1) | Power to declare a dog to be a menacing dog | CCPSC, DIE, EMRS | Council may delegate this power to a Council authorised officer |

| Food Act 1984 | | | |
|---------------|---|---------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19(2)(a) | Power to direct by written order that the food premises be put into a clean and sanitary condition | TLEH, EHO, CEH, DDG | If s 19(1) applies |
| s 19(2)(b) | Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable | TLEH, EHO, CEH, DDG | If s 19(1) applies |
| s 19(3) | Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process | TLEH, EHO, CEH, DDG | If s 19(1) applies Only in relation to temporary food premises or mobile food premises |

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| Food Act 1984 | | | |
|---------------|--|---------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19(4)(a) | Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise | DDG | If s 19(1) applies |
| s 19(6)(a) | Duty to revoke any order under section 19 if satisfied that an order has been complied with | TLEH, EHO, CEH | If s 19(1) applies |
| s 19(6)(b) | Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with | TLEH, EHO, CEH | If s 19(1) applies |
| s 19AA(2) | Power to direct, by written order, that a person must take any of the actions described in (a)-(c). | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 19AA(4)(c) | Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises | TLEH, EHO, CEH | Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution |
| s 19AA(7) | Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with | TLEH, EHO, CEH | Where Council is the registration authority |

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| Food Act 1984 | | | |
|---------------|---|----------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19CB(4)(b) | Power to request copy of records | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 19E(1)(d) | Power to request a copy of the food safety program | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 19EA(3) | Function of receiving copy of revised food safety program | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 19GB | Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s19IA(1) | Power to form opinion that the food safety requirements or program are non-compliant. | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 19IA(2) | Duty to give written notice to the proprietor of the premises | TLEH, EHO, CEH, EMRS | Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3)) |

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| Food Act 1984 | | | |
|-------------------|---|---|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19M(4)(a) & (5) | Power to conduct a food safety audit and take actions where deficiencies are identified | Not Delegated | Where Council is the registration authority |
| s 19N(2) | Function of receiving notice from the auditor | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 19NA(1) | Power to request food safety audit reports | TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRATS, HSO, AORS | Where Council is the registration authority |
| s 19U(3) | Power to waive and vary the costs of a food safety audit if there are special circumstances | Not Delegated | |
| s 19UA | Power to charge fees for conducting a food safety assessment or inspection | CEH, DDG, EMRS | Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39. |

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| Food Act 1984 | | | |
|---------------|--|----------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 19W | Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 19W(3)(a) | Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction | TLEH, CEH | Where Council is the registration authority |
| s 19W(3)(b) | Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises | TLEH, CEH | Where Council is the registration authority |
| | Power to register or renew the registration of a food premises | TLEH, EHO, CEH, DDG | Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2)) |
| s 36A | Power to accept an application for registration or notification using online portal | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |

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| Food Act 1984 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 36B | Duty to pay the charge for use of online portal | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 38AA(5) | Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt | TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRATS, HSO, AORS | Where Council is the registration authority |
| s 38AB(4) | Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1) | EHO, CEH | Where Council is the registration authority |
| s 38A(4) | Power to request a copy of a completed food safety program template | TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRATS, HSO, AORS | Where Council is the registration authority |

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| Food Act 1984 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 38B(1)(a) | Duty to assess the application and determine which class of food premises under s 19C the food premises belongs | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38B(1)(b) | Duty to ensure proprietor has complied with requirements of s 38A | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38B(2) | Duty to be satisfied of the matters in s 38B(2)(a)-(b) | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38D(1) | Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39 | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38D(2) | Duty to be satisfied of the matters in s 38D(2)(a)-(d) | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38D(3) | Power to request copies of any audit reports | TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, | Where Council is the registration authority |

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| Food Act 1984 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | TLRSATS, HSO, AORS | |
| s 38E(2) | Power to register the food premises on a conditional basis | TLEH, EHO, CEH, DDG | Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5) |
| s 38E(4) | Duty to register the food premises when conditions are satisfied | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38F(3)(b) | Power to require proprietor to comply with requirements of this Act | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 38G(1) | Power to require notification of change of the food safety program type used for the food premises | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 38G(2) | Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |

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| Food Act 1984 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 38G(4) | Power to require the proprietor of the food premises to comply with any requirement of the Act | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 39(2) | Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed | TLEH, EHO, CEH, EMRS | |
| s 39A | Power to register, or renew the registration of a food premises despite minor defects | TLEH, EHO, CEH, DDG | Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c) |
| s 39A (6) | Duty to comply with a direction of the Secretary | TLEH, EHO, CEH, EMRS | |
| s 40(1) | Duty to give the person in whose name the premises is to be registered a certificate of registration | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 40(2) | Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008 | TLEH, EHO, CEH, DDG | |

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| Food Act 1984 | | | |
|---------------|--|----------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 40C(2) | Power to grant or renew the registration of food premises for a period of less than 1 year | TLEH, CEH, DDG | Where Council is the registration authority |
| s 40D(1) | Power to suspend or revoke the registration of food premises | TLEH, CEH, DDG | Where Council is the registration authority |
| s 40E | Duty to comply with direction of the Secretary | TLEH, EHO, CEH, EMRS | |
| s 40F | Power to cancel registration of food premises | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 43 | Duty to maintain records of registration | TLEH, EHO, CEH, EMRS | Where Council is the registration authority |
| s 43F(6) | Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business | TLEH, EHO, CEH | Where Council is the registration authority |

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| Food Act 1984 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 43F(7) | Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements | TLEH, EHO, CEH, DDG | Where Council is the registration authority |
| s 45AC | Power to bring proceedings | TLEH, EHO, CEH, EMRS | |
| s 46(5) | Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged | TLEH, EHO, CEH, DDG | Where Council is the registration authority |

| Heritage Act 2017 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 116 | Power to sub-delegate Executive Director's functions, duties or powers | DDG, DIE | Must first obtain Executive Director's written consent |

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| Heritage Act 2017 | | | |
|-------------------|-------------------------------|----------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation |

| Local Government Act 1989 | | | |
|---------------------------|---|---------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 185L(4) | Power to declare and levy a cladding rectification charge | Not Delegated | |

| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 4B | Power to prepare an amendment to the Victorian Planning Provisions | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | If authorised by the Minister |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 4G | Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 4H | Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 4I(2) | Duty to make and copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 8A(2) | Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 8A(3) | Power to apply to Minister to prepare an amendment to the planning scheme | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 8A(5) | Function of receiving notice of the Minister's decision | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 8A(7) | Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 8B(2) | Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 12(3) | Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 12B(1) | Duty to review planning scheme | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 12B(2) | Duty to review planning scheme at direction of Minister | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s.12B(5) | duty to report findings of review of planning scheme to Minister without delay | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 14 | Duties of a Responsible Authority as set out in s 14(a) to (d) | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 17(1) | Duty of giving copy amendment to the planning scheme | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 17(2) | Duty of giving copy s 173 agreement | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 17(3) | Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 18 | Duty to make amendment etc. available in accordance with public availability requirements | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Until the proposed amendment is approved or lapsed |
| s 19 | Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 19 | Function of receiving notice of preparation of an amendment to a planning scheme | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, | Where Council is not the planning authority and the amendment affects land within Council's municipal district; or |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PP, PPO, CSP, PTP, PSP | Where the amendment will amend the planning scheme to designate Council as an acquiring authority. |
| s 20(1) | Power to apply to Minister for exemption from the requirements of s 19 | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Where Council is a planning authority |
| s 21(2) | Duty to make submissions available in accordance with public availability requirements | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Until the end of 2 months after the amendment comes into operation or lapses |
| s 21A(4) | Duty to publish notice | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 22(1) | Duty to consider all submissions received before the date specified in the notice | SP, MSG, EMO, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Except submissions which request a change to the items in s 22(5)(a) and (b) |
| s 22(2) | Power to consider a late submission Duty to consider a late submission, if directed by the Minister | DDG, EMDF, MSP, CSP | |
| s 23(1)(b) | Duty to refer submissions which request a change to the amendment to a panel | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 23(2) | Power to refer to a panel submissions which do not require a change to the amendment | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|---|------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 24 | Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D) | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 26(1) | Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 26(2) | Duty to keep report of panel available in accordance with public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | During the inspection period |
| s 27(2) | Power to apply for exemption if panel's report not received | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 28(1) | Duty to notify the Minister if abandoning an amendment | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Note: the power to make a decision to abandon an amendment cannot be delegated |
| s 28(2) | Duty to publish notice of the decision on Internet site | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, SSTP, SGP, SPLEO, PTP, PSP | |
| s 28(4) | Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, SSTP, SGP, SPLEO, PTP, PSP | |
| s 30(4)(a) | Duty to say if amendment has lapsed | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 30(4)(b) | Duty to provide information in writing upon request | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 32(2) | Duty to give more notice if required | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 33(1) | Duty to give more notice of changes to an amendment | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 36(2) | Duty to give notice of approval of amendment | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 38(5) | Duty to give notice of revocation of an amendment | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 39 | Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 40(1) | Function of lodging copy of approved amendment | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PP, PPO, CSP, PTP, PSP | |
| s 41(1) | Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 41(2) | Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, SSTP, SGP, SPLEO, PTP, PSP | |
| s 42(2) | Duty to make copy of planning scheme available in accordance with the public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46AAA | Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity | Not Applicable | Where Council is a responsible public entity and is a planning authority Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils |
| s 46AW | Function of being consulted by the Minister | DDG, EMDF | Where Council is a responsible public entity |
| s 46AX | Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy | DDG, EMDF | Where Council is a responsible public entity |
| s 46AZC(2) | Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, | Where Council is a responsible public entity |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | for the declared area that is expressed to be binding on the responsible public entity | PP, PPO, CSP, PTP, PSP | |
| s 46AZK | Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area | SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | Where Council is a responsible public entity |
| s 46GI(2)(b)(i) | Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency |
| s 46GJ(1) | Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans | DDG, EMDF | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GK | Duty to comply with a Minister's direction that applies to Council as the planning authority | DDG, EMDF | |
| s 46GN(1) | Duty to arrange for estimates of values of inner public purpose land | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |
| s 46GO(1) | Duty to give notice to owners of certain inner public purpose land | DDG, EMDF | |
| s 46GP | Function of receiving a notice under s 46GO | DDG, EMDF | Where Council is the collecting agency |
| s 46GQ | Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |
| s 46GR(1) | Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |
| s 46GR(2) | Power to consider a late submission | DDG, EMDF | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | Duty to consider a late submission if directed to do so by the Minister | | |
| s 46GS(1) | Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ | DDG, EMDF | |
| s 46GS(2) | Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general | DDG, EMDF | |
| s 46GT(2) | Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference | DDG, EMDF | |
| s 46GT(4) | Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GT(6) | Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5) | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |
| s 46GU | Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met | MSG, SGPO, DCA, DDG, EMDF, SGTSO | |
| s 46GV(3) | Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made | DCS, DDG, EMDF | Where Council is the collecting agency |
| s 46GV(3)(b) | Power to enter into an agreement with the applicant | DDG, EMDF | Where Council is the collecting agency |
| s 46GV(4)(a) | Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6) | DDG, EMDF | Where Council is the development agency |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|----------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GV(4)(b) | Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6) | DDG, EMDF | Where Council is the collecting agency |
| s 46GV(7) | Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area | DDG, EMDF | |
| s 46GV(9) | Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction | DDG, EMDF | Where Council is the collecting agency |
| s 46GX(1) | Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable | MSG, SGPO, DCA, DDG, EMDF, SGTSO | Where Council is the collecting agency |
| s 46GX(2) | Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan | DDG, EMDF | Where Council is the collecting agency |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GY(1) | Duty to keep proper and separate accounts and records | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency |
| s 46GY(2) | Duty to keep the accounts and records in accordance with the Local Government Act 2020 | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency |
| s 46GZ(2)(a) | Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority |
| s 46GZ(2)(a) | Function of receiving the monetary component | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where the Council is the planning authority This duty does not apply where Council is also the collecting agency |
| s 46GZ(2)(b) | Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the | MSG, SGPO, DCA, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | development agency that is specified in the plan, as responsible for those works, services or facilities | | This provision does not apply where Council is also the relevant development agency |
| s 46GZ(2)(b) | Function of receiving the monetary component | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency |
| s 46GZ(4) | Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZ(5) | Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency |
| s 46GZ(5) | Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency specified in the approved infrastructure contributions plan |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | This provision does not apply where Council is also the collecting agency |
| s 46GZ(7) | Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZ(9) | Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land | MSG, SGPO, DCA, DDG, EMDF, SGTSO | If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency |
| s 46GZ(9) | Function of receiving the fee simple in the land | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | This duty does not apply where Council is also the collecting agency |
| s 46GZA(1) | Duty to keep proper and separate accounts and records | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan |
| s 46GZA(2) | Duty to keep the accounts and records in accordance with the Local Government Act 2020 | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | Where Council is a development agency under an approved infrastructure contributions plan |
| s 46GZB(3) | Duty to follow the steps set out in s 46GZB(3)(a) – (c) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is a development agency under an approved infrastructure contributions plan |
| s 46GZB(4) | Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, | If the VPA is the collecting agency under an approved infrastructure contributions plan |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, SGTSO, PPO, PTP, PSP | Where Council is a development agency under an approved infrastructure contributions plan |
| s 46GZD(2) | Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b) | MSG, SGPO, DCA, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan |
| s 46GZD(3) | Duty to follow the steps set out in s 46GZD(3)(a) and (b) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZD(5) | Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b) | MSG, SGPO, DCA, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZE(2) | Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | date on which the approved infrastructure contributions plan expires | | |
| s 46GZE(2) | Function of receiving the unexpended land equalisation amount | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency |
| s 46GZE(3) | Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZF(2) | Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan |
| s.46GZF(3) | Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the development agency under an approved infrastructure contributions plan |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GZF(3) | Function of receiving proceeds of sale | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency |
| s 46GZF(4) | Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZF(6) | Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZH | Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is the collecting agency under an approved infrastructure contributions plan |
| s 46GZI | Duty to prepare and give a report to the Minister at the times required by the Minister | MSG, SGPO, DCA, DDG, EMDF, SGTSO | Where Council is a collecting agency or development agency |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46GZK | Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | Where Council is a collecting agency or development agency |
| s 46LB(3) | Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2) | MSG, SGPO, DCA, DCS, DDG, EMDF, SGTSO | |
| s 46N(1) | Duty to include condition in permit regarding payment of development infrastructure levy | STP, MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGTSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 46N(2)(c) | Function of determining time and manner for receipt of development contributions levy | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46N(2)(d) | Power to enter into an agreement with the applicant regarding payment of development infrastructure levy | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46O(1)(a) & (2)(a) | Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46O(1)(d) & (2)(d) | Power to enter into agreement with the applicant regarding payment of community infrastructure levy | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46P(1) | Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PP, SGTSO, PPO, PTP, PSP | |
| s 46P(2) | Power to accept provision of land, works, services or facilities in part or full payment of levy payable | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46Q(1) | Duty to keep proper accounts of levies paid | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46Q(1A) | Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46Q(2) | Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46Q(3) | Power to refund any amount of levy paid if it is satisfied the development is not to proceed | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | Only applies when levy is paid to Council as a 'development agency' |
| s 46Q(4)(c) | Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a) | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46Q(4)(d) | Duty to submit to the Minister an amendment to the approved development contributions plan | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | Must be done in accordance with Part 3 |
| s46Q(4)(e) | Duty to expend that amount on other works etc. | MSG, SGPO, DCA, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | With the consent of, and in the manner approved by, the Minister |
| s 46QC | Power to recover any amount of levy payable under Part 3B | MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP | |
| s 46QD | Duty to prepare report and give a report to the Minister | MSG, DCA, DDG, EMDF | Where Council is a collecting agency or development agency |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46V(3) | Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period | Not Applicable | |
| s 46V(4) | Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period | DDG, EMDF, MSP, CSP | |
| s 46V(5) | Duty to keep a copy of the approved strategy plan incorporating all amendments to it | DDG, EMDF, MSP, CSP | |
| s 46V(6) | Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements | DDG, EMDF, MSP, CSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 46Y | Duty to carry out works in conformity with the approved strategy plan | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 47 | Power to decide that an application for a planning permit does not comply with that Act | CO, MSG, POC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 49(1) | Duty to keep a register of all applications for permits and determinations relating to permits | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 49(2) | Duty to make register available for inspection in accordance with the public availability requirements | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 50(4) | Duty to amend application | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 50(5) | Power to refuse to amend application | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 50(6) | Duty to make note of amendment to application in register | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, SCO, EMDF, PSTP, AOSC, CP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 50A(1) | Power to make amendment to application | SSO, SP, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 50A(3) | Power to require applicant to notify owner and make a declaration that notice has been given | SSO, SP, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 50A(4) | Duty to note amendment to application in register | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 51 | Duty to make copy of application available for inspection in accordance with the public availability requirements | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 52(1)(a) | Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 52(1)(b) | Duty to give notice of the application to other municipal council where appropriate | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 52(1)(c) | Duty to give notice of the application to all persons required by the planning scheme | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 52(1)(ca) | Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 52(1)(cb) | Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 52(1)(d) | Duty to give notice of the application to other persons who may be detrimentally effected | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s.52(1AA) | Duty to give notice of an application to remove or vary a registered restrictive covenant | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 52(3) | Power to give any further notice of an application where appropriate | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 53(1) | Power to require the applicant to give notice under s 52(1) to persons specified by it | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 53(1A) | Power to require the applicant to give the notice under s 52(1AA) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 54(1) | Power to require the applicant to provide more information | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 54(1A) | Duty to give notice in writing of information required under s 54(1) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 54(1B) | Duty to specify the lapse date for an application | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 54A(3) | Power to decide to extend time or refuse to extend time to give required information | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 54A(4) | Duty to give written notice of decision to extend or refuse to extend time under s 54A(3) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 55(1) | Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 57(2A) | Power to reject objections considered made primarily for commercial advantage for the objector | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 57(3) | Function of receiving name and address of persons to whom notice of decision is to go | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 57(5) | Duty to make a copy of all objections available in accordance with the public availability requirements | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 57A(4) | Duty to amend application in accordance with applicant's request, subject to s 57A(5) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 57A(5) | Power to refuse to amend application | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SGP, SPLEO, PPO, PTP, PSP | |
| s 57A(6) | Duty to note amendments to application in register | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 57B(1) | Duty to determine whether and to whom notice should be given | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 57B(2) | Duty to consider certain matters in determining whether notice should be given | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SGP, SPLEO, PPO, PTP, PSP | |
| s 57C(1) | Duty to give copy of amended application to referral authority | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 58 | Duty to consider every application for a permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 58A | Power to request advice from the Planning Application Committee | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 60 | Duty to consider certain matters | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 60(1A) | Duty to consider certain matters | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 60(1B) | Duty to consider number of objectors in considering whether use or development may have significant social effect | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 61(1) | Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006 |
| s 61(2) | Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 61(2A) | Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 61(3)(a) | Duty not to decide to grant a permit to use coastal Crown land without Minister's consent | Not Delegated | |
| s 61(3)(b) | Duty to refuse to grant the permit without the Minister's consent | Not Delegated | |
| s 61(4) | Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 62(1) | Duty to include certain conditions in deciding to grant a permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 62(2) | Power to include other conditions | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 62(4) | Duty to ensure conditions are consistent with paragraphs (a),(b) and (c) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 62(5)(a) | Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 62(5)(b) | Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 62(5)(c) | Power to include a permit condition that specified works be provided or paid for by the applicant | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 62(6)(a) | Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5) | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 62(6)(b) | Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a) | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 63 | Duty to issue the permit where made a decision in favour of the application (if no one has objected) | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 64(1) | Duty to give notice of decision to grant a permit to applicant and objectors | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | This provision applies also to a decision to grant an amendment to a permit - see s 75 |
| s 64(3) | Duty not to issue a permit until after the specified period | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | This provision applies also to a decision to grant an amendment to a permit - see s 75 |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 64(5) | Duty to give each objector a copy of an exempt decision | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | This provision applies also to a decision to grant an amendment to a permit - see s 75 |
| s 64A | Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | This provision applies also to a decision to grant an amendment to a permit - see s 75A |
| s 65(1) | Duty to give notice of refusal to grant permit to applicant and person who objected under s 57 | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 66(1) | Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 66(2) | Duty to give a recommending referral authority notice of its decision to grant a permit | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority |
| s 66(4) | Duty to give a recommending referral authority notice of its decision to refuse a permit | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 66(6) | Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65 | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit |
| s 69(1) | Function of receiving application for extension of time of permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 69(1A) | Function of receiving application for extension of time to complete development | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 69(2) | Power to extend time | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 70 | Duty to make copy permit available for inspection in accordance with the public availability requirements | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 71(1) | Power to correct certain mistakes | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 71(2) | Duty to note corrections in register | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 73 | Power to decide to grant amendment subject to conditions | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 74 | Duty to issue amended permit to applicant if no objectors | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 76 | Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 76A(1) | Duty to give relevant determining referral authorities copy of amended permit and copy of notice | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |
| s 76A(2) | Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 76A(4) | Duty to give a recommending referral authority notice of its decision to refuse a permit | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit |
| s 76A(6) | Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76 | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit |
| s 76D | Duty to comply with direction of Minister to issue amended permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 83 | Function of being respondent to an appeal | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 83B | Duty to give or publish notice of application for review | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 84(1) | Power to decide on an application at any time after an appeal is lodged against failure to grant a permit | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 84(2) | Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit | SSO, MSG, TSODF, MSTP, CSTP, DDG, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 84(3) | Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 84(6) | Duty to issue permit on receipt of advice within 3 business days | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 84AB | Power to agree to confining a review by the Tribunal | SSO, MSG, SGPO, TSODF, DCA, DCS, DDG, EMDF, SGTSO | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 86 | Duty to issue a permit at order of Tribunal within 3 business days | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 87(3) | Power to apply to VCAT for the cancellation or amendment of a permit | SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 90(1) | Function of being heard at hearing of request for cancellation or amendment of a permit | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 91(2) | Duty to comply with the directions of VCAT | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 91(2A) | Duty to issue amended permit to owner if Tribunal so directs | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 92 | Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90 | SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 93(2) | Duty to give notice of VCAT order to stop development | SSO, STP, MSG, CCPSC, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SSTP, EMRS, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 95(3) | Function of referring certain applications to the Minister | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 95(4) | Duty to comply with an order or direction | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 96(1) | Duty to obtain a permit from the Minister to use and develop its land | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 96(2) | Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 96A(2) | Power to agree to consider an application for permit concurrently with preparation of proposed amendment | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |
| s 96C | Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 96F | Duty to consider the panel's report under s 96E | Not Delegated | |
| s 96G(1) | Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | under s 23 of the Planning and Environment (Planning Schemes) Act 1996 | PSTP, PP, PPO, PTP, PSP | |
| s 96H(3) | Power to give notice in compliance with Minister's direction | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 96J | Duty to issue permit as directed by the Minister | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 96K | Duty to comply with direction of the Minister to give notice of refusal | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 96Z | Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate | CO, MSG, POC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 97C | Power to request Minister to decide the application | DDG, EMDF | |
| s 97D(1) | Duty to comply with directions of Minister to supply any document or assistance relating to application | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 97G(3) | Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 97G(6) | Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 97L | Duty to include Ministerial decisions in a register kept under s 49 | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 97MH | Duty to provide information or assistance to the Planning Application Committee | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 97MI | Duty to contribute to the costs of the Planning Application Committee or subcommittee | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 97O | Duty to consider application and issue or refuse to issue certificate of compliance | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, PPO, PTP, PSP | |
| s 97P(3) | Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 97Q(2) | Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 97Q(4) | Duty to comply with directions of VCAT | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 97R | Duty to keep register of all applications for certificate of compliance and related decisions | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 98(1)&(2) | Function of receiving claim for compensation in certain circumstances | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 98(4) | Duty to inform any person of the name of the person from whom compensation can be claimed | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 101 | Function of receiving claim for expenses in conjunction with claim | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 103 | Power to reject a claim for compensation in certain circumstances | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s.107(1) | Function of receiving claim for compensation | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 107(3) | Power to agree to extend time for making claim | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 113(2) | Power to request a declaration for land to be proposed to be reserved for public purposes | SSO, STP, MSG, MSTP, PSPUD, EMDF, PTP, PSP | |
| s 114(1) | Power to apply to the VCAT for an enforcement order | MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 117(1)(a) | Function of making a submission to the VCAT where objections are received | MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 120(1) | Power to apply for an interim enforcement order where s 114 application has been made | MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 123(1) | Power to carry out work required by enforcement order and recover costs | MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 123(2) | Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1) | MSG, MSTP, DCS, CSTP, DDG, PSPUD, | Except Crown Land |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 125(1) | Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order. | CCPSC, MSTP, DDG, EMDF, EMRS | Section 123 of the Victorian Civil and Administrative Tribunal Act 1998 applies on an application to the Tribunal. |
| s 129 | Function of recovering penalties | MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 130(5) | Power to allow person served with an infringement notice further time | MSG, CCPSC, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 149A(1) | Power to refer a matter to the VCAT for determination | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, PPO, PTP, PSP | |
| s 149A(1A) | Power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement | MSG, CCPSC, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 148B | Power to apply to the Tribunal for a declaration. | CCPSC, MSTP, DDG, EMDF, EMRS | |
| s 156 | Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4) | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | Where Council is the relevant planning authority |
| s 171(2)(f) | Power to carry out studies and commission reports | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, PPO, PTP, PSP | |
| s 171(2)(g) | Power to grant and reserve easements | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, CP, PP, PPO, PTP, PSP | |
| s 172C | Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan | DCS, DDG, EMDF | Where Council is a development agency specified in an approved infrastructure contributions plan |
| s 172D(1) | Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4) | DCS, DDG, EMDF | Where Council is a collecting agency specified in an approved infrastructure contributions plan |
| s 172D(2) | Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4) | DCS, DDG, EMDF | Where Council is the development agency specified in an approved infrastructure contributions plan |

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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 173(1) | Power to enter into agreement covering matters set out in s 174 | MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 173(1A) | Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing | DCS, DDG, TLEG | Where Council is the relevant responsible authority |
| | Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority | MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| | Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority | MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PP, PPO, CSP, PTP, PSP | |
| s 177(2) | Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9 | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 178 | power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9 | MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 178A(1) | Function of receiving application to amend or end an agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 178A(3) | Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1) | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178A(4) | Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178A(5) | Power to propose to amend or end an agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|---|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 178B(1) | Duty to consider certain matters when considering proposal to amend an agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178B(2) | Duty to consider certain matters when considering proposal to end an agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178C(2) | Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 178C(4) | Function of determining how to give notice under s 178C(2) | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 178E(1) | Duty not to make decision until after 14 days after notice has been given | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s.178E(2)(a) | Power to amend or end the agreement in accordance with the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | If no objections are made under s 178D Must consider matters in s 178B |
| s 178E(2)(b) | Power to amend or end the agreement in a manner that is not substantively different from the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, | If no objections are made under s 178D |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | Must consider matters in s 178B |
| s 178E(2)(c) | Power to refuse to amend or end the agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | If no objections are made under s 178D Must consider matters in s 178B |
| s 178E(3)(a) | Power to amend or end the agreement in accordance with the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | After considering objections, submissions and matters in s 178B |
| s 178E(3)(b) | Power to amend or end the agreement in a manner that is not substantively different from the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, | After considering objections, submissions and matters in s 178B |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|---|---|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SPLEO, PPO, CSP, PTP, PSP | |
| s.178E(3)(c) | power to amend or end the agreement in a manner that is substantively different from the proposal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | After considering objections, submissions and matters in s.178B |
| s 178E(3)(d) | Power to refuse to amend or end the agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | After considering objections, submissions and matters in s 178B |
| s 178F(1) | Duty to give notice of its decision under s 178E(3)(a) or (b) | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SPLEO, PPO, CSP, PTP, PSP | |
| s 178F(2) | Duty to give notice of its decision under s 178E(2)(c) or (3)(d) | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178F(4) | Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178G | Duty to sign amended agreement and give copy to each other party to the agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 178H | Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 178(3) | Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land | SP, STP, MSG, MSTP, EMPF, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 179(2) | Duty to make copy of each agreement available in accordance with the public availability requirements | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 181 | Duty to apply to the Registrar of Titles to record the agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, PPO, PTP, PSP | |
| s 181(1A)(a) | Power to apply to the Registrar of Titles to record the agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 181(1A)(b) | Duty to apply to the Registrar of Titles, without delay, to record the agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| s 182 | Power to enforce an agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, EMRS, PP, PPO, PTP, PSP | |
| s 183 | Duty to tell Registrar of Titles of ending/amendment of agreement | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | PSTP, PP, PPO, PTP, PSP | |
| s 184F(1) | Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 184F(2) | Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 184F(3) | Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, | |

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| Planning and Environment Act 1987 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SPLEO, PPO, CSP, PTP, PSP | |
| s 184F(5) | Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 184G(2) | Duty to comply with a direction of the Tribunal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| s 184G(3) | Duty to give notice as directed by the Tribunal | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|---|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SPLEO, PPO, CSP, PTP, PSP | |
| s 185B(1) | Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice | DDG, EMDF, MSP, CSP | |
| s 198(1) | Function to receive application for planning certificate | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 199(1) | Duty to give planning certificate to applicant | STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 201(1) | Function of receiving application for declaration of underlying zoning | STP, MSG, MSTP, CSTP, DDG, PSPUD, | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | EMDF, PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP | |
| s 201(3) | Duty to make declaration | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| | Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | |
| | Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP | |

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| Planning and Environment Act 1987 | | | |
|-----------------------------------|---|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit | MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP | |
| | Power to give written authorisation in accordance with a provision of a planning scheme | MSG, MSTP, CSTP, DDG, PSPUD, PSTP, PP, PPO, PTP, PSP | |
| s 201UAB(1) | Function of providing the Victoria Planning Authority with information relating to any land within municipal district | DDG, MSP, CSP | |
| s 201UAB(2) | Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible | DDG, MSP, CSP | |

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| Residential Tenancies Act 1997 | | | |
|--------------------------------|---|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 518F | Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements | TLEH, TOEH, EHO, CEH, EMPF, EMRS | |
| s 522(1) | Power to give a compliance notice to a person | TLEH, TOEH, EHO, MBS, CEH, CBS, EMRS | |
| s 525(2) | Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case) | DIE | |
| s 525(4) | Duty to issue identity card to authorised officers | EMGR, SCO, AOSC, CRGC | |
| s 526(5) | Duty to keep record of entry by authorised officer under s 526 | TLEH, TOEH, EHO, MBS, CEH, EMPF, CBS, EMRS | |

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| Residential Tenancies Act 1997 | | | |
|---------------------------------------|---|---|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 526A(3) | Function of receiving report of inspection | TLEH, TOEH, EHO, AOEH, CEH, TLRATS, HSO, AORS | |
| s 527 | Power to authorise a person to institute proceedings (either generally or in a particular case) | TLEH, TOEH, EHO, MBS, CEH, EMPF, DDG, CBS, EMRS | |

| Road Management Act 2004 | | | |
|---------------------------------|--|--------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 11(1) | Power to declare a road by publishing a notice in the Government Gazette | EMO, DDG, DIE, EMDF, EMI | Obtain consent in circumstances specified in s 11(2) |
| s 11(8) | Power to name a road or change the name of a road by publishing notice in Government Gazette | EMO, DDG, DIE, EMDF, EMI | |

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| Road Management Act 2004 | | | |
|--------------------------|---|--------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 11(9)(b) | Duty to advise Registrar | EMO, DDG, DIE, EMDF, EMI | |
| s 11(10) | Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc. | EMO, DDG, DIE, EMDF, EMI | Subject to s 11(10A) |
| s 11(10A) | Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person | EMO, DDG, DIE, EMDF, EMI | Where Council is the coordinating road authority |
| s 12(2) | Power to discontinue road or part of a road | EMO, DDG, DIE, EMDF, EMI | Where Council is the coordinating road authority |
| s 12(4) | Duty to publish, and provide copy, notice of proposed discontinuance | EMO, DDG, DIE, EMDF, EMI | Power of coordinating road authority where it is the discontinuing body |

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| Road Management Act 2004 | | | |
|--------------------------|---|--------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | Unless s 12(11) applies |
| s 12(5) | Duty to consider written submissions received within 28 days of notice | EMO, DDG, DIE, EMDF, EMI | Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies |
| s 12(6) | Function of hearing a person in support of their written submission | EMO, DDG, DIE, EMDF, EMI | Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies |
| s 12(7) | Duty to fix day, time and place of meeting under s 12(6) and to give notice | EMO, DDG, DIE, EMDF, EMI | Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies |
| s 12(10) | Duty to notify of decision made | EMO, DDG, DIE, EMDF, EMI | Duty of coordinating road authority where it is the discontinuing body |

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| Road Management Act 2004 | | | |
|--------------------------|--|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | Does not apply where an exemption is specified by the regulations or given by the Minister |
| s 13(1) | Power to fix a boundary of a road by publishing notice in Government Gazette | EMO, DDG, DIE, EMDF, EMI | Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate |
| s 14(4) | Function of receiving notice from the Head, Transport for Victoria | EMO, DDG, DIE, EMDF, EMI, CTT, TTE | |
| s 14(7) | Power to appeal against decision of the Head, Transport for Victoria | EMO, DDG, DIE, CAM, EMDF, EMI, CTT, TTE | |
| s 15(1) | Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport | EMO, DDG, DIE, CAM, EMDF, EMI | |

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| Road Management Act 2004 | | | |
|--------------------------|--|--------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 15(1A) | Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority | DDG, DIE, CAM, EMDF, EMI | |
| s 15(2) | Duty to include details of arrangement in public roads register | DDG, DIE, CAM, EMDF, EMI | |
| s 16(7) | Power to enter into an arrangement under s 15 | DDG, DIE, CAM, EMDF, EMI | |
| s 16(8) | Duty to enter details of determination in public roads register | DDG, DIE, CAM, EMDF, EMI | |
| s 17(2) | Duty to register public road in public roads register | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |

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| Road Management Act 2004 | | | |
|---------------------------------|---|--------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 17(3) | Power to decide that a road is reasonably required for general public use | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 17(3) | Duty to register a road reasonably required for general public use in public roads register | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 17(4) | Power to decide that a road is no longer reasonably required for general public use | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 17(4) | Duty to remove road no longer reasonably required for general public use from public roads register | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 18(1) | Power to designate ancillary area | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2) |

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| Road Management Act 2004 | | | |
|--------------------------|---|--------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 18(3) | Duty to record designation in public roads register | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 19(1) | Duty to keep register of public roads in respect of which it is the coordinating road authority | DDG, DIE, CAM, EMDF, EMI | |
| s 19(4) | Duty to specify details of discontinuance in public roads register | DDG, DIE, CAM, EMDF, EMI | |
| s 19(5) | Duty to ensure public roads register is available for public inspection | DDG, DIE, CAM, EMDF, EMI | |
| s 21 | Function of replying to request for information or advice | DDG, DIE, CAM, EMDF, EMI | Obtain consent in circumstances specified in s 11(2) |

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| Road Management Act 2004 | | | |
|--------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 22(2) | Function of commenting on proposed direction | DDG, DIE, CAM, EMDF, EMI | |
| s 22(4) | Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report. | EMO, DIE | |
| s 22(5) | Duty to give effect to a direction under s 22 | EMO, DIE | |
| s 40(1) | Duty to inspect, maintain and repair a public road. | SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM | |
| s 40(5) | Power to inspect, maintain and repair a road which is not a public road | SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM | |

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| Road Management Act 2004 | | | |
|--------------------------|--|--|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 41(1) | Power to determine the standard of construction, inspection, maintenance and repair | SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, EMDF, EMI, SASU, CRM | |
| s 42(1) | Power to declare a public road as a controlled access road | DDG, DIE, CAM, EMDF, EMI | Power of coordinating road authority and sch 2 also applies |
| s 42(2) | Power to amend or revoke declaration by notice published in Government Gazette | DDG, DIE, CAM, EMDF, EMI | Power of coordinating road authority and sch 2 also applies |
| s 42A(3) | Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority If road is a municipal road or part thereof |

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| Road Management Act 2004 | | | |
|--------------------------|--|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 42A(4) | Power to approve Minister's decision to specify a road as a specified freight road | EMO, DDG, DIE, EMDF, EMI, CTT, TTE | Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road |
| s 48EA | Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport) | EMO, DDG, DIE, EMDF, EMI | Where Council is the responsible road authority, infrastructure manager or works manager |
| s 48M(3) | Function of consulting with the relevant authority for purposes of developing guidelines under s 48M | EMO, DDG, DIE, EMDF, EMI | |
| s 49 | Power to develop and publish a road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |

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| Road Management Act 2004 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 51 | Power to determine standards by incorporating the standards in a road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 53(2) | Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 54(2) | Duty to give notice of proposal to make a road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 54(5) | Duty to conduct a review of road management plan at prescribed intervals | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 54(6) | Power to amend road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |

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| Road Management Act 2004 | | | |
|--------------------------|--|--|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 54(7) | Duty to incorporate the amendments into the road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 55(1) | Duty to cause notice of road management plan to be published in Government Gazette and newspaper | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| s 63(1) | Power to consent to conduct of works on road | SPD, SRS, RMS, EMO, CAM, RMCS, SUR, SUSR, EMI, SASU, CRM | Where Council is the coordinating road authority |
| s 63(2)(e) | Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency | SPD, SRS, RMS, CEH, CAM, RMCS, SUR, SUSR, EMI, SASU, CRM | Where Council is the infrastructure manager |

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| Road Management Act 2004 | | | |
|--------------------------|--|------------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 64(1) | Duty to comply with cl 13 of sch 7 | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager or works manager |
| s 66(1) | Power to consent to structure etc | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 67(2) | Function of receiving the name & address of the person responsible for distributing the sign or bill | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 67(3) | Power to request information | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 68(2) | Power to request information | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| s 71(3) | Power to appoint an authorised officer | SPD, SRS, RMS, EMO, DDG, DIE, CAM, | |

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| Road Management Act 2004 | | | |
|--------------------------|---|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | RMCS, SUR, SUSR, TLCP, EMDF, EMI, SASU, CID, CRM, CTT | |
| s 72 | Duty to issue an identity card to each authorised officer | DCS, EMGR, SCO, AOSC, CRGC | |
| s 85 | Function of receiving report from authorised officer | DDG, DIE, EMDF, EMI | |
| s 86 | Duty to keep register re s 85 matters | DDG, DIE, EMDF, EMI | |
| s 87(1) | Function of receiving complaints | SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM | |
| s 87(2) | Duty to investigate complaint and provide report | SPD, SRS, RMS, EMO, DCS, DDG, DIE, | |

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| Road Management Act 2004 | | | |
|--------------------------|--|---|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | RMCS, SUR, SUSR, EMDF, EMI, CRM | |
| s 96 | Power to authorise a person for the purpose of instituting legal proceedings | DIE, EMI | |
| s 112(2) | Power to recover damages in court | EMO, DDG, DIE, EMDF, EMI | |
| s 116 | Power to cause or carry out inspection | SPD, SRS, RMS, EMO, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM | |
| s 119(2) | Function of consulting with the Head, Transport for Victoria | EMO, DDG, DIE, EMDF, EMI | |

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| Road Management Act 2004 | | | |
|--------------------------|--|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| s 120(1) | Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria) | EMO, DDG, DIE, CAM, EMDF, EMI, SASU | |
| s 120(2) | Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1) | SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, EMDF, EMI, SASU, CRM | |
| s 121(1) | Power to enter into an agreement in respect of works | EMO, DDG, DIE, CAM, EMDF, EMI | |
| s 122(1) | Power to charge and recover fees | EMO, DDG, DIE, CAM, EMDF, EMI | |
| s 123(1) | Power to charge for any service | SPD, SRS, RMS, EMO, DCS, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM | |

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| Road Management Act 2004 | | | |
|--------------------------|---|--------------------------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| sch 2 cl 2(1) | Power to make a decision in respect of controlled access roads | DDG, DIE, CAM, EMDF, EMI | |
| sch 2 cl 3(1) | Duty to make policy about controlled access roads | Not Delegated | |
| sch 2 cl 3(2) | Power to amend, revoke or substitute policy about controlled access roads | Not Delegated | |
| sch 2 cl 4 | Function of receiving details of proposal from the Head, Transport for Victoria | DDG, DIE, CAM, EMDF, EMI | |
| sch 2 cl 5 | Duty to publish notice of declaration | DDG, DIE, CAM, EMDF, EMI | |

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| Road Management Act 2004 | | | |
|---------------------------------|--|--|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| sch 7 cl 7(1) | Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager or works manager |
| sch 7 cl 8(1) | Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager or works manager |
| sch 7 cl 9(1) | Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works | SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, EMDF, EMI, CRM | Where Council is the infrastructure manager or works manager responsible for non-road infrastructure |
| sch 7 cl 9(2) | Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager or works manager |

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| Road Management Act 2004 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | the location shown on records, appear to be in an unsafe condition or appear to need maintenance | | |
| sch 7 cl 10(2) | Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager or works manager |
| sch 7 cl 12(2) | Power to direct infrastructure manager or works manager to conduct reinstatement works | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7 cl 12(3) | Power to take measures to ensure reinstatement works are completed | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7 cl 12(4) | Duty to ensure that works are conducted by an appropriately qualified person | SPD, SRS, RMS, EMO, DDG, DIE, CAM, RMCS, SUR, SUSR, | Where Council is the coordinating road authority |

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| Road Management Act 2004 | | | |
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| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | EMDF, EMI, SASU, CRM | |
| sch 7 cl 12(5) | Power to recover costs | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7 cl 13(1) | Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2) | DDG, DIE, CAM, EMDF, EMI | Where Council is the works manager |
| sch 7 cl 13(2) | Power to vary notice period | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| sch 7 cl 13(3) | Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1) | DDG, DIE, CAM, EMDF, EMI | Where Council is the infrastructure manager |
| sch 7 cl 16(1) | Power to consent to proposed works | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |

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| Road Management Act 2004 | | | |
|--------------------------|--|-------------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| sch 7 cl 16(4) | Duty to consult | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority, responsible authority or infrastructure manager |
| sch 7 cl 16(5) | Power to consent to proposed works | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| sch 7 cl 16(6) | Power to set reasonable conditions on consent | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| sch 7 cl 16(8) | Power to include consents and conditions | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| sch 7 cl 17(2) | Power to refuse to give consent and duty to give reasons for refusal | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| sch 7 cl 18(1) | Power to enter into an agreement | DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |

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| Road Management Act 2004 | | | |
|--------------------------|--|--------------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | |
| sch7 cl 19(1) | Power to give notice requiring rectification of works | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7 cl 19(2) & (3) | Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7 cl 20(1) | Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure | DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the coordinating road authority |
| sch 7A cl 2 | Power to cause street lights to be installed on roads | DDG, DIE, EMDF, EMI | Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road |
| sch 7 cl 3(1)(d) | Duty to pay installation and operation costs of street lighting - where road is not an arterial road | DDG, DIE, EMDF, EMI | Where Council is the responsible road authority |

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| Road Management Act 2004 | | | |
|--------------------------|---|---------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | |
| sch 7A cl 3(1)(e) | Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas | DDG, DIE, EMDF, EMI | Where Council is the responsible road authority |
| sch 7A cl (3)(1)(f) | Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4 | DDG, DIE, EMDF, EMI | Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs) |

| Cemeteries and Crematoria Regulations 2015 | | | |
|--|---|-----------|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 24 | Duty to ensure that cemetery complies with depth of burial requirements | EMPF, DIE | |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|---|-----------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 25 | Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves | EMPF, DIE | |
| r 27 | Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b) | EMPF, DIE | |
| r 28(1) | Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator | EMPF, DIE | |
| r 28(2) | Duty to ensure any fittings removed of are disposed in an appropriate manner | EMPF, DIE | |
| r 29 | Power to dispose of any metal substance or non-human substance recovered from a cremator | EMPF, DIE | |
| r 30(2) | Power to release cremated human remains to certain persons | EMPF, DIE | Subject to any order of a court |
| r 31(1) | Duty to make cremated human remains available for collection within 2 working days after the cremation | EMPF, DIE | |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|--|-----------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 31(2) | Duty to hold cremated human remains for at least 12 months from the date of cremation | EMPF, DIE | |
| r 31(3) | Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation | EMPF, DIE | |
| r 31(4) | Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period | EMPF, DIE | |
| r 32 | Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d) | EMPF, DIE | |
| r 33(1) | Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c) | EMPF, DIE | |
| r 33(2) | Duty to ensure that remains are interred in accordance with paragraphs (a)-(b) | EMPF, DIE | |
| r 34 | Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b) | EMPF, DIE | |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|---|-------------------------------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 36 | Duty to provide statement that alternative vendors or supplier of monuments exist | EMPF, DIE | |
| r 40 | Power to approve a person to play sport within a public cemetery | EMPF, DIE | |
| r 41(1) | Power to approve fishing and bathing within a public cemetery | EMPF, DIE | |
| r 42(1) | Power to approve hunting within a public cemetery | EMPF, DIE | |
| r 43 | Power to approve camping within a public cemetery | EMPF, DIE | |
| r 45(1) | Power to approve the removal of plants within a public cemetery | CPG, EMPF, DIE, CUFOS, CGNR | |
| r 46 | Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c) | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| r 47(3) | Power to approve the use of fire in a public cemetery | EMPF, DIE | |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|--|----------------------------------|--------------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 48(2) | Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| | Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules | CPG, EMO, EMPF, DIE, CUFOS, CGNR | |
| sch 2 cl 4 | Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2 | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 5(1) | Duty to display the hours during which pedestrian access is available to the cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 5(2) | Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 6(1) | Power to give directions regarding the manner in which a funeral is to be conducted | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 7(1) | Power to give directions regarding the dressing of places of interment and memorials | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|--|-------------------------------------|--------------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| sch 2 cl 8 | Power to approve certain mementos on a memorial | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 11(1) | Power to remove objects from a memorial or place of interment | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 11(2) | Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 12 | Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 14 | Power to approve an animal to enter into or remain in a cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 16(1) | Power to approve construction and building within a cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |
| sch 2 cl 17(1) | Power to approve action to disturb or demolish property of the cemetery trust | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |

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| Cemeteries and Crematoria Regulations 2015 | | | |
|---|--|----------------------------------|--------------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| sch 2 cl 18(1) | Power to approve digging or planting within a cemetery | CPG, EMO, EMPF, DIE, CUFOS, CGNR | See note above regarding model rules |

| Planning and Environment Regulations 2015 | | | |
|--|---|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r.6 | function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme | MSG, MSTP, DDG, PSPUD, EMDF, MSP, CSP, PTP, PSP | where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority. |
| r.21 | power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, | |

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| Planning and Environment Regulations 2015 | | | |
|---|---|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | SPLEO, PPO, CSP, PTP, PSP | |
| r.25(a) | Duty to make copy of matter considered under section 60(1A)(g) in accordance with the public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | Where Council is the responsible authority |
| r.25(b) | Function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements | SP, STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP | Where Council is not the responsible authority but the relevant land is within Council's municipal district |
| r.42 | function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application | MSG, MSTP, DDG, PSPUD, EMDF, MSP, CSP, PTP, PSP | where Council is not the planning authority and the amendment affects land within Council's municipal district; or |

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| Planning and Environment Regulations 2015 | | | |
|---|-------------------------------|----------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| | | | where the amendment will amend the planning scheme to designate Council as an acquiring authority. |

| Planning and Environment (Fees) Regulations 2016 | | | |
|--|--|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 19 | Power to waive or rebate a fee relating to an amendment of a planning scheme | DDG, MSP, CSP | |
| r 20 | Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme | MSTP, DDG, PSPUD, EMDF, PTP, PSP | |
| r 21 | Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20 | MSTP, DDG, PSPUD, EMDF, MSP, CSP, PTP, PSP | |

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| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | | | |
|---|--|--|----------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 7 | Function of entering into a written agreement with a caravan park owner | TLEH, TOEH, EHO, CEH, EMPF | |
| r 10 | Function of receiving application for registration | TLEH, TOEH, EHO, AOBS, AOEH, AOLLT, TOBS, CEH, TLRATS, EMRS, HSO, AORS | |
| r 11 | Function of receiving application for renewal of registration | EMPF, DIE | |
| r 12(1) | Duty to grant the registration if satisfied that the caravan park complies with these regulations | TLEH, TOEH, EHO, CEH | |
| r 12(1) | Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations | TLEH, EHO, CEH | |
| r 12(2) | Duty to renew the registration if satisfied that the caravan park complies with these regulations | TLEH, TOEH, EHO, CEH | |

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| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | | | |
|--|---|--|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 12(2) | Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations | EMPF, DIE | |
| r 12(3) | Duty to have regard to matters in determining an application for registration or an application for renewal of registration | EMPF, DIE | |
| r 12(4) & (5) | Duty to issue certificate of registration | TLEH, TOEH, EHO, CEH | |
| r 14(1) | Function of receiving notice of transfer of ownership | TLEH, TOEH, EHO, AOBS, AOEH, AOLLT, TOBS, CEH, TLRATS, EMRS, HSO, AORS | |
| r 14(3) | Power to determine where notice of transfer is displayed | TLEH, TOEH, EHO, CEH | |
| r 15(1) | Duty to transfer registration to new caravan park owner | TLEH, TOEH, EHO, CEH | |
| r 15(2) | Duty to issue a certificate of transfer of registration | TLEH, TOEH, EHO, CEH | |

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| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | | | |
|--|--|----------------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 15(3) | Power to determine where certificate of transfer of registration is displayed | EMPF, DIE | |
| r 16(1) | Power to determine the fee to accompany applications for registration or applications for renewal of registration | TLEH, EHO, CEH, EMPF | |
| r 17 | Duty to keep register of caravan parks | TLEH, CEH | |
| r 18(4) | Power to determine where the emergency contact person's details are displayed | TLEH, TOEH, EHO, CEH | |
| r 18(6) | Power to determine where certain information is displayed | TLEH, TOEH, EHO, CEH | |
| r 22(1) | Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner | TLEH, TOEH, EHO, CEH | |
| r 22(2) | Duty to consult with relevant emergency services agencies | TLEH, TOEH, EHO, CEH | |

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| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | | | |
|--|--|--|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 23 | Power to determine places in which caravan park owner must display a copy of emergency procedures | TLEH, TOEH, EHO, CEH | |
| r 24 | Power to determine places in which caravan park owner must display copy of public emergency warnings | TLEH, TOEH, EHO, CEH | |
| r 25(3) | Duty to consult with relevant floodplain management authority | TLEH, TOEH, EHO, CEH | |
| r 26 | Duty to have regard to any report of the relevant fire authority | TLEH, TOEH, EHO, CEH | |
| r 28(c) | Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling | TLEH, TOEH, EHO, CEH | |
| r 40 | Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe | TLEH, TOEH, EHO, AOBS, AOEH, AOLLT, TOBS, MBS, CEH, EMPF, CBS, TLRATS, EMRS, HSO, AORS | |

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| Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020 | | | |
|--|---|--------------------------------|-----------------------------------|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 40(b) | Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe | MBS, EMPF, DDG, DIE, CBS, EMRS | |
| r 41(4) | Function of receiving installation certificate | MBS, EMPF, DDG, DIE, CBS, EMRS | |
| r 43 | Power to approve use of a non-habitable structure as a dwelling or part of a dwelling | MBS, EMPF, DDG, DIE, CBS, EMRS | |
| sch 3 cl 4(3) | Power to approve the removal of wheels and axles from unregistrable movable dwelling | DDG, DIE, EMRS | |

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| Road Management (General) Regulations 2016 | | | |
|--|--|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 8(1) | Duty to conduct reviews of road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| r 9(2) | Duty to produce written report of review of road management plan and make report available | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| r 9(3) | Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required) | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | Where Council is the coordinating road authority |
| r.10 | Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| r 13(1) | Duty to publish notice of amendments to road management plan | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | where Council is the coordinating road authority |

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| Road Management (General) Regulations 2016 | | | |
|---|--|---|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 13(3) | Duty to record on road management plan the substance and date of effect of amendment | EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC | |
| r 16(3) | Power to issue permit | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| r 18(1) | Power to give written consent re damage to road | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| r 23(2) | Power to make submission to Tribunal | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| r 23(4) | Power to charge a fee for application under s 66(1) Road Management Act | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the coordinating road authority |
| r 25(1) | Power to remove objects, refuse, rubbish or other material deposited or left on road | EMO, DDG, DIE, CAM, EMDF, EMI, SASU | Where Council is the responsible road authority |

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| Road Management (General) Regulations 2016 | | | |
|---|--|-------------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 25(2) | Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3)) | EMO, DDG, DIE, CAM, EMDF, EMI | Where Council is the responsible road authority |
| r 25(5) | Power to recover in the Magistrates' Court, expenses from person responsible | EMO, DDG, DIE, CAM, EMDF, EMI | |

| Road Management (Works and Infrastructure) Regulations 2015 | | | |
|--|---|--------------------------|---|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 15 | Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works | EMO, DDG, DIE, EMDF, EMI | Where Council is the coordinating road authority and where consent given under s 63(1) of the Act |

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| Road Management (Works and Infrastructure) Regulations 2015 | | | |
|---|--|--------------------------|--|
| Provision | Power and Functions Delegated | Delegate | Conditions and Limitations |
| r 22(2) | Power to waive whole or part of fee in certain circumstances | EMO, DDG, DIE, EMDF, EMI | Where Council is the coordinating road authority |

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9.14. OUTSTANDING QUESTION TIME ITEMS

Division: Corporate Services
Director: John Hausler
Author/Position: Stephen Wright – Administration Assistant Compliance

PURPOSE

1. This report provides Council with an update of responses to questions taken on notice and outstanding unanswered questions from public question time.

BACKGROUND

2. The City of Ballarat Governance Rules, section 3.7.1 calls for a standard agenda item at each Council Meeting that reflects unanswered questions from question time.

KEY MATTERS

3. Nil

OFFICER RECOMMENDATION

4. **That Council:**
 - 4.1 **Endorse the Outstanding Question Time Report.**

ATTACHMENTS

1. Outstanding Question Time Items [9.14.1 - 1 page]
2. QT125/23 - Ash Pegram [9.14.2 - 1 page]
3. QT126/23 - Annette McMaster [9.14.3 - 1 page]
4. QT128/23 - Robert Goon [9.14.4 - 1 page]

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| Outstanding Question Time Items | | | | | |
|--|---------------|------------------|---|---|---|
| Meeting | Status | Requested | Question | Officer Responsible | Response |
| 13/12/2023 QT125/23 | Completed | Ash Pegram | I am disappointed in our Mayors response to recent criminal events, specifically on the 13 Nov in which a disabled young girl visiting Ballarat was assaulted with a metal chain to her face and the 3rd of December, in which Nazis were given a police escort rather than moved on. To quote our Mayor: 'We're a city that accepts diversity in a whole range of different ways' but the lacklustre response to violent assaults on minorities speaks otherwise. Can the council and specifically the Mayor give us residents hope that crime is being taken seriously by the council and police and what is a tangible plan being put in place to tackle this? | Cr Des Hudson, Mayor | The Office of the Mayor provided a written response |
| 13/12/2023 QT126/23 | Completed | Annette McMaster | Is it at all possible for council to write to the Australian economic regulator asking for an increase in money to Powercor, in order for them to acquire a site in a more appropriate area? | Natalie Robertson, Director Development and Growth | Natalie Robertson, Director Development and Growth provided a written response |
| 13/12/2023 QT128/23 | Completed | Robert Goon | Question 1: Why have Ballarat Councilors/Officers terminated all formal proper reference to the correct recognition of the Australian Federal Government Declared, 'Australia Day 26 January' to the now reference being just '26 January event'? Question 2: As, Australia Day 26 January is, a Legally - Formally Recognized Australian Public Holiday by our Federal Government what 'rights' do Ballarat Councilors/Officers have to freely 'alter' this Federal determination against the Democratic choices of 'all' of Ballarat's Citizens and will the Ballarat Councilors/Officers consider changing their current, personal formal stance and formally recognize the correct determination of Australia Day 26 January for all of Ballarat's Citizens? | Matthew Wilson, Director Community Wellbeing | Matthew Wilson, Director Community Wellbeing provided a written response |

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061
Email: info@ballarat.vic.gov.au



Date: 18 December 2023
Direct Phone: 0409 865 093
Email: mavor@ballarat.vic.gov.au

Ash Pegram
Email: [REDACTED]

**RE: RE: RESPONSE TO PUBLIC QUESTION QT125/23 AT COUNCIL MEETING
ON 13 DECEMBER 2023**

Dear David,

Please see below my response to your question QT105/23 at the Council Meeting on the 22 November 2023 as you were not in attendance at the meeting.

**QT125/23 – Ash Pegram
Question**

I am disappointed in our Mayor's response to recent criminal events, specifically on the 13 November in which a disabled young girl visiting Ballarat was assaulted with a metal chain to her face and the 3rd of December, in which Nazis were given a police escort rather than moved on. To quote our Mayor: 'We're a city that accepts diversity in a whole range of different ways' but the lacklustre response to violent assaults on minorities speaks otherwise.

Can the council and specifically the Mayor give us residents hope that crime is being taken seriously by the council and police and what is a tangible plan being put in place to tackle this?

Answer (taken from the meeting's recording and will appear in the minutes)

We are a city that expects people to be able to move around our city freely and without becoming the subject to violent attacks. I am aware that the offender for the assault on the young 12-year-old Sri Lankan girl has been processed by Victoria Police.

In relation to the actions that related to the public demonstration, the police response did fall in accordance with their protocols for their enforcement of public demonstrations, which is to keep the peace. They have monitored video surveillance and I don't believe there is any follow up action that has arisen from that. Certainly, we do encourage everyone to be able to live in a very free and just community, and to do so safely.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Des Hudson".

Cr Des Hudson OAM
Mayor
City of Ballarat

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From: Natalie Robertson
Sent: Wednesday, 20 December 2023 3:09 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: CM: Powercor substation 203 York Street Ballarat East

Hello Annette and Jenny

I have today written to the following seeking a pathway for an alternative site to the York St location. At this stage I am seeking the right person within each department to liaise with whilst highlighting Council's commitment to support advocacy for an alternative site. I have also been advised that rather than the Australian Economic Regulator we should be talking to the Australian Energy Regulator.

Minister for Earth Energy and Climate Action, Lily D'Ambrosio
Minister for Planning, Sonia Kilkenny
CEO of Australian Energy Regulator, Anthea Harris
MP, Juliana Addison
MP, Martha Haylett
MP. Michaela Settle

I also remain in communication with Powercor on potential other locations and what might be needed for this to occur.

Kind regards

Natalie Robertson | Director Development & Growth

City of Ballarat | PO Box 655, Ballarat VIC 3353

P: [REDACTED] | **M:** [REDACTED] | www.ballarat.vic.gov.au



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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

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 15 December

Our Ref: D-23-112106

Your Ref:

Enquiries: (03) 5320 5500

Direct Email: info@ballarat.vic.gov.au

Robert Goon

Dear Robert

RE: AUSTRALIA DAY 26 JANUARY

Thank you for your questions submitted to the Ordinary Meeting of Council on Wednesday, 13 December 2023 in relation to Australia Day 26 January.

I can confirm the responses provided by Matthew Wilson, Director Community Wellbeing, as follows:

Question 1

Why have Ballarat Councillors/Officers terminated all formal proper reference to the correct recognition of the Australian Federal Government Declared, 'Australia Day 26 January' to the now reference being just '26 January event'?

Answer

The Australian Federal Government declares the 26 January as Australia Day and Council continues to recognise this in our communications and publications. If there are inconsistencies in our communications, we will seek to rectify these going forward.

Question 2

As, Australia Day 26 January is, a Legally - Formally Recognised Australian Public Holiday by our Federal Government what 'rights' do Ballarat Councillors/Officers have to freely 'alter' this Federal determination against the Democratic choices of 'all' of Ballarat's Citizens and will the Ballarat Councillors/Officers consider changing their current, personal formal stance and formally recognise the correct determination of Australia Day 26 January for all of Ballarat's Citizens?

Answer

Council does recognise that the 26 January is Australia Day as declared by the Australian Federal Government.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Mark Patterson".

Mark Patterson
Acting Director Community Wellbeing

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10. NOTICE OF MOTION

10.1. NOTICE OF MOTION

PURPOSE

1. A Notice of Motion was lodged by Cr Belinda Coates on 22 February 2024.
2. In accordance with rule 3.8.2 of the Governance Rules, the Notice of Motion was received and assessed by the Chief Executive Officer, then approved to proceed to the 28 February 2024 Council Meeting Agenda.
3. Formal notice was provided to Councillors on 22 February 2024 which was then recorded in the Notice of Motion Register by the Governance team.
4. **That Council:**
 - 4.1 **Notes that City of Ballarat is an Intercultural City, Welcoming City, Refugee Welcome Zone and a member of Mayors for Peace**
 - 4.2 **Recognises that Ballarat is a diverse, multi-cultural, and multi-faith community and condemns vilification, discrimination, antisemitism, Islamophobia and racism in all its forms.**
 - 4.3 **Authorises the Mayor to write to and advocate to the Federal Government, Prime Minister and Foreign Minister to:**
 - a. **Urge the Australian government to call for an immediate and permanent ceasefire, just and lasting peace and the observance of stability and peace in the region.**
 - b. **Call for unconditional release of all hostages, and an end to the siege in Gaza to allow unfettered access to humanitarian aid for Palestinians in Gaza.**
 - c. **Urgently provide humanitarian aid to those in need and advocate for safe and unimpeded humanitarian access to the people of Gaza.**
 - d. **Urge all parties to uphold international law, including decisions of the International Court of Justice.**

ATTACHMENTS

1. Notice of Motion Cr Coates - 22 February 2024 [**10.1.1** - 4 pages]



COUNCILLORS NOTICE OF MOTION FORM

(In accordance with Chapter 3, Rules 3.8.1 and 3.8.2)

TO: Chief Executive Officer – City of Ballarat

FROM: Cr Coates

DATE: 22 February 2024

I hereby give notice that at the Ordinary Meeting of Council on 28 February 2024 I will propose a notice of motion.

Preamble:

City of Ballarat has demonstrated a strong commitment to being an Intercultural City and multi-cultural city for many years. Ballarat Council through the Intercultural City Strategy 2022-2026 recognises the importance of leadership and advocacy.

As well as being an Intercultural City, Ballarat is a Welcoming City, a 'Refugee Welcome Zone', and a member of Mayors for Peace.

We recognise that Ballarat is a diverse, multi-cultural, and multi-faith community with an active Interfaith network.

Many community members are extremely concerned and distraught about the ongoing conflict and humanitarian crisis in Gaza. The situation has compelled many to respond with concerted compassion and call on all levels of government to advocate for peace in recognition that we are an interconnected global community.

That Council:

1. Notes that City of Ballarat is an Intercultural City, Welcoming City, Refugee Welcome Zone and a member of Mayors for Peace
2. Recognises that Ballarat is a diverse, multi-cultural, and multi-faith community and condemns vilification, discrimination, antisemitism, Islamophobia and racism in all its forms.
3. Authorises the Mayor to write to and advocate to the Federal Government, Prime Minister and Foreign Minister to:
 - a. Urge the Australian government to call for an immediate and permanent ceasefire, just and lasting peace and the observance of stability and peace in the region.
 - b. Call for unconditional release of all hostages, and an end to the siege in Gaza to allow unfettered access to humanitarian aid for Palestinians in Gaza;

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- c. Urgently provide humanitarian aid to those in need and advocate for safe and unimpeded humanitarian access to the people of Gaza.
- d. Urge all parties to uphold international law, including decisions of the International Court of Justice

Belinda Coates

Signed:
(Signature of Councillor)

Dated: 22 February 2024

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Extracts from Governance Rules

3.8.1 Councillors may propose Notices of Motion

Councillors may propose an issue to be listed on the agenda by lodging a Notice of Motion in accordance with the rules outlined in this Chapter.

3.8.2 Notices of Motion

- a) Prior to a Council meeting, Councillors wanting to include a matter on the agenda, must complete a notice of motion form.
- b) A notice of motion form must be signed by the Councillor; and be lodged with the Chief Executive Officer (whether personally, email or otherwise) by 4pm the Thursday before the Council meeting agenda is due to be published. So as to allow sufficient time for him or her to give each other Councillor notice of such notice of motion; and to allow sufficient time for the notice of motion to be put in the agenda for the next Council meeting. If a notice of motion form is received after that time, it must, unless withdrawn, be included in the agenda for the following Council meeting
- c) The Chief Executive Officer must reject any notice of motion which:
 - i) is too vague;
 - ii) is identical or substantially similar to a notice of motion or a rescission motion that has been considered by the Council and lost in the preceding six (6) months;
 - iii) is defamatory;
 - iv) may be prejudicial to any person or Council;
 - v) is objectionable in language or nature;
 - vi) is outside the powers of Council;
 - vii) is a notice of motion submitted during the Caretaker Period; or
 - viii) is a matter subject to a Council decision making process which has commenced but is not yet complete.
- d) If the Chief Executive Officer rejects a notice of motion under sub-rule 3.8.2 c), he or she will inform the Councillor who lodged the notice of motion of that rejection and the reasons for it. The Councillor will be provided with 24 hours to lodge a revised notice of motion provided that the meeting at which the notice of motion is to be considered is more than 24 hours from the time of rejection.
- e) The Chief Executive Officer may reject and refer any notice of motion to the Council's operational service request process if it relates to a matter that he or she determines is more appropriately addressed that way.
- f) Subject to sub- rules 3.8.2 g) and h) a notice of motion must call for a Council report if the notice of motion:
 - i) substantially affects the level of Council services;
 - ii) commits the Council to expenditure in excess of \$20,000 and that has not been included in the adopted budget;
 - iii) establishes or amends a Council policy; or
 - iv) commits the Council to any contractual arrangement, as determined by the Chief Executive Officer.



- g) Where a notice of motion is likely to commit Council to significant expenditure not included in the adopted budget then the notice of motion must call for a report for Council's consideration and public submission process if applicable.
- h) The Chief Executive Officer may direct a notice of motion to be confidential in accordance with Section 66(2)(a) of the Act, in which case the notice of motion will be confidential unless the Council resolves otherwise.
- i) The full text of any notice of motion accepted by the Chief Executive Officer must be included in the material accompanying the agenda.
- j) The Chief Executive Officer must arrange for a formal report to be prepared and presented to the Council for the purposes of sub-rule f). Where practicable the report should be presented to the next Council meeting.
- k) The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- l) Except by leave of Council, each notice of motion must be considered in the order in which they were received by the Chief Executive Officer.
- m) If a Councillor who has given a notice of motion is absent from the Council meeting or fails to move the motion when called upon by the Chairperson, any other Councillor may move the motion.
- n) If a Councillor proposing the motion wishes to amend the notice of motion, he or she may do so by seeking leave of the Council to amend the notice of motion prior to it being seconded.
- o) The Chairperson, having lodged a notice of motion in accordance with this sub-rule, must vacate the Chair of the Council meeting to move the notice of motion; and the Deputy Mayor or, in the absence of the Deputy Mayor, temporary Chairperson appointed by the Council, will take the Chair for the duration of consideration of the item.
- p) If a notice of motion is not moved at the Council Meeting at which it is listed, it lapses.

Office Use Only

| | |
|---|---|
| Notice Received | Date: 22 February 2024 |
| Notice <u>accepted</u> / rejected by CEO (please circle) | Date: 22 February 2024 Signature: <i>Evan King</i> |
| Notice given to Councillors | Date: 22 February 2024 Signature: <i>Evan King</i> |
| Date of Meeting | Date: 28 February 2024 |
| Notice Number | 2024/01 |

11. REPORTS FROM COMMITTEES/COUNCILLORS

12. URGENT BUSINESS

13. SECTION 66 (IN CAMERA)

9.8 TENDER 2022/23-347 - CLEANING OF MUNICIPAL BUILDINGS AND FACILITIES

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Michael Hynes – Executive Manager Property and Facilities

Confidential attachments to report in Council Agenda.

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the Local Government Act 2020 (the Act). That is “confidential information” that in accordance with section 3 of the act:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

9.9 TENDER 2023/24-235 - COLLECTION AND DISPOSAL OF STREET SWEEPING AND CONSTRUCTION MATERIAL

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

Confidential attachments to report in Council Agenda.

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the Local Government Act 2020 (the Act). That is “confidential information” that in accordance with section 3 of the act:

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 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

9.10 CONTRACTS APPROVAL DELEGATED COMMITTEE

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

Confidential attachments to report in Council Agenda.

Pursuant to sub rule 3.13.2 of the Governance Rules the information contained within this document is designated as confidential information for the purposes of the Local Government Act 2020 (the Act). That is “confidential information” that in accordance with section 3 of the act:

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 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

14. CLOSE