

OFFICIAL

Council Meeting

Agenda

24 July 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 28 August 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. CHIEF EXECUTIVE OFFICER REPORT

7.1. CHIEF EXECUTIVE OFFICER REPORT

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

PURPOSE

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

BACKGROUND

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

KEY MATTERS

3. **Community satisfaction results released**
Results from the Annual Community Satisfaction Survey have revealed 72% of survey respondents rated the City of Ballarat's overall performance as 'average and above'. The annual survey was conducted by independent survey provider JWS Research. Perceptions of the City of Ballarat's performance largely stayed the same as the previous 12 months across most service areas and core measures. Top performing areas include customer service, waste management, and consultation and engagement. Sealed local roads were the lowest performing area. This is the third consecutive year the City of Ballarat has contracted JWS Research to undertake the Community Satisfaction Survey.
4. **Local art trail on display**
Brand new local art is now on display in an initiative that has been designed to encourage locals and visitors to explore the CBD. Seven new art installations by talented local creatives were installed across Ballarat's city centre until 22 July, showcasing each artist's favourite things about Ballarat. Locals and visitors can even share what they love about Ballarat on the QR codes at each artwork and go in the running to win a gift voucher to a local business. The artworks across Ballarat showcase everything from the Botanical Gardens to the Art Gallery of Ballarat and even local producers that put Ballarat on the map. The Art Trail is a joint initiative between Tourism Midwest Victoria and the City of Ballarat.
5. **Philippines Consul-General celebrate Rizal Park upgrades**
A Ballarat park dedicated to honouring a national hero from the Philippines is undergoing a significant upgrade. Rizal Park, named after Dr Jose Rizal, was established in 1999 and was the first Australian park dedicated to the Filipino nationalist, writer, anthropologist, and educator. Every year, Ballarat's Filipino community gather at Rizal Park, in Invermay Park, to honour his birthday. This year,

Consul-General of the Philippines, Maria Lourdes Salcedo, visited Rizal Park to celebrate the completion of stage one of the improvement works. Stage one of the upgrades included relocating the existing plaque for increased safety, a new connecting path, refurbishment of the existing shelter, and a new seating area. Rizal Park is one of a suite of local parks being upgraded as part of the City of Ballarat's Neighbourhood Park Program. Stage two of the upgrades will include an improved playspace, seating, and tree planting and is expected to be finished by mid-2025, following further community engagement.

6. Tender process underway for Sebastopol Community Hub

A major project that will transform the Sebastopol community is making significant progress and will soon start visibly coming to life. The tender process for the Sebastopol Community Hub project is underway, following the building's demolition in May. A builder is expected to be appointed in August, with work on the new Vickers Street building to begin after the contract is awarded. The project has significant support from three tiers of government, with the City of Ballarat (\$5 million), Federal Government (\$4.5 million via the Investing in Our Communities program) and State Government (\$4.5 million via the Building Blocks Capacity program) working in conjunction to deliver the new facility.

7. Over \$5 million investment for safer roads

People living in and around Ballarat will have a safer trip home thanks to more than \$5 million in Australian Government funding to improve four known crash sites under the 2024–25 Black Spot Program. On 14 June, Member for Ballarat Catherine King visited Greenhalghs Road and Finchs Road in Haddon and announced funding for the notorious intersection which has been the site of several accidents and near misses. With funding of \$2 million from the Black Spot Program, plus a co-contribution from City of Ballarat of \$976,000, the intersection will be made significantly safer with the construction of a roundabout with splitter islands and raised safety platforms. A speed zone reduction review will also be undertaken in the surrounding area.

Other local black spot sites receiving funding this round are:

- \$265,650 for Doveton and Eyre Streets in Ballarat Central to implement right hand turn signal and lane markings to all approaches at the intersection.
- \$944,000 for Avenue and Henderson Roads in Burrumbeet to install splitter islands, rumble strips, and raised safety platforms as well as improving signage and street lighting.
- \$1,912,000 for Gumley Road, 2.7 kilometres north of Rokewood-Shelford Road for shoulder widening through curves, safety barrier installation, and improved delineation and signage.

8. Preparing for FOGO kerbside collection in 2025

The City of Ballarat has reached a new milestone as it works towards the introduction of the new weekly Food Organics and Garden Organics (FOGO) kerbside collection in 2025. The tender for an experienced contractor to supply, coordinate and deliver kitchen caddies, caddy liners, and service information packs to about 51,000 residential households is currently being advertised. Residents will receive a kitchen caddy to collect their food scraps, which they can then add to their garden organics (current green waste) bin with the lime green lid.

It is exciting to see planning underway for the rollout of the new FOGO service, which will significantly reduce the volume of food waste sent to landfill. It will encourage residents to use their FOGO bin and potentially halve the amount of waste going into residents' household waste bin. The environmental benefits will include about 10,500

tonnes of food organics set to be recycled and turned into new products, like compost. This will reduce carbon emissions created in the Ballarat Regional Landfill by an estimated 5,000 tonnes.

9. The City of Ballarat plans to implement the FOGO and household waste service changes in May 2025, subject to a range of factors, including the City of Ballarat being able to engage a suitable FOGO processor in the region, as well as procuring bins and caddies, and the development and implementation of a comprehensive community education campaign.

10. **Sebastopol Library Small Spaces Community Garden project opens**

On the rear deck of the Sebastopol Library, a community garden is sprouting to life and providing vital skills and knowledge, as well as building community cohesion. The Sebastopol Library Small Spaces Community Garden project was officially opened in mid-June. The project was funded with \$34,900 from the State Government's 'Jumpstart! Round 2 Program' and delivered by the City of Ballarat. The Sebastopol Library project is one of 180 VicHealth Jumpstart! projects across the State, which aim to provide more opportunities for Victoria's children and young people through sport, active play, art, and food. The City of Ballarat has been partnering with community groups, such as Food Is Free, and hosting cooking masterclasses with the likes of chef Tim Bone to teach useful and transferable skills that can assist with ongoing health and nutrition.

11. **First State of the Environment Report released**

The State of the Environment Report is a brief snapshot of Ballarat's environmental conditions for the two-year period from 2022 to 2023. The report measures the environmental performance of Ballarat across eight themes – climate and atmosphere, sustainable transport, clean energy, waste and circular economy, sustainable water use, land and biodiversity, waterways and wetlands, and sustainable development.

It found positive outcomes in the past two years include, but are not limited to:

- Ballarat neighbourhoods are more connected to services, such as medical, family services, and convenience stores, which are more accessible through walking or riding;
- Greenhouse gas emissions from electricity decreased due to increasing levels of renewable energy available in the Victorian electricity grid, while Ballarat homes and businesses also used less electricity and gas; and
- New planning controls were introduced, designed to create more sustainable future homes and subdivisions.

The report will serve as a long-term reporting tool to provide the City of Ballarat, community, and collaborators with an insight into how the municipality is tracking towards a more sustainable future. The City of Ballarat prepared the State of the Environment Report with assistance from the Regional Sustainability Alliance Ballarat and the information and data of about 50 sources, including government and scientific agencies, industry groups, and community groups. The City of Ballarat will seek community feedback on its first State of the Environment Report later this year, with plans to produce an updated report every two years.

Events

12. The **Ballarat Winter Festival** gave a boost to local businesses and offered discounted entertainment for people during tough economic times. By simply collecting a discount code from any Ballarat hospitality or tourism business when spending \$25 or more,

diners were able to receive 15% off their ice-skating ticket. This year also marked the 10th anniversary of the ice-skating rink, which has become a staple of the festival program. The ice-skating rink was open for the entire three-week festival, spanning from Saturday 29 June to Sunday 21 July. In addition to the ice-skating rink special offer, there were a range of Winter Festival favourites back once again, plus a few new delights on offer including the inaugural Obsidian Dark Beer Festival.

13. Swimmers from across Victoria converged on Ballarat from 22 to 23 June for the **2024 Victorian Relay Competition**. It was held in regional Victoria for the first time at the Ballarat Lifestyle and Aquatic Centre. The event used the long-course 50-metre pool and was open to Swimming Victoria members but also to swimmers not currently registered with a club. Among the teams to have travelled for the event were: CGGS Aquatic in Canterbury, D5 Swim Club in Mt Eliza, DVE Aquatic in Greensborough, and Westbourne Swim Club in Truganina.

14. A sporting carnival that will attract thousands of junior athletes and their families is coming to Ballarat in October 2025. The City of Ballarat has secured the rights to host the **School Sport Australia Games**, in what is destined to be a massive celebration of junior sport. The multi-disciplinary event will include seven sports to be played over a week, utilising a range of Ballarat's premier sporting facilities. It is expected that about 1,300 young athletes will be in action from throughout Australia, with traveling families and officials meaning more than 3,000 visitors will be calling Ballarat home during the event.

OFFICER RECOMMENDATION

15. That Council:

15.1 Receive and note the CEO's Operational Report.

ATTACHMENTS

Nil

8. OFFICER REPORTS

8.1. AIRPORT STRATEGIC AND MASTER PLAN FINAL REPORT

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Jonathan Willsher – Ballarat Airport Commercial Manager

PURPOSE

1. The purpose of this report is to seek Council adoption of the Ballarat Airport Strategy and Master Plan 2024

BACKGROUND

2. The draft Ballarat Airport Strategy and Master Plan 2024 (STAMP) was endorsed by Council on 22 May 2024 for public consultation. This consultation phase has recently concluded.
3. The STAMP suggests the following vision for our airport:

Ballarat Airport is a vital aviation hub servicing western Victoria, which will be enhanced to support improved connections for the community and commercial diversification with tangible economic benefits for the region. These enhancements will respect the airport's historical and social setting and ensure continual regulatory compliance.

4. The draft document outlined the following six key strategic objectives for the Ballarat Airport:
 - a. Pursue revenue opportunities
 - b. Ensure safety and compliance
 - c. Plan for infrastructure upgrades
 - d. Identify development constraints
 - e. Safeguard airport operations; and
 - f. Consider emerging aviation technologies
5. The draft document also outlined a range of projects to be considered in pursuit of the vision and strategic objectives, as follows:
 - a. Upgrading of Runway 18/36
 - b. North-west development precinct
 - c. Refurbishment of existing aircraft apron and airport terminal building
 - d. Southern General Aviation Precinct expansion
 - e. Airport security upgrade
 - f. Future passenger terminal and apron area
 - g. Runway 18/36 parallel taxiway
 - h. Construction of replica Bellman hangar
 - i. Services infrastructure upgrades
 - j. Runway 18/36 starter extension

KEY MATTERS

6. The STAMP project has actively encouraged community involvement since November 2023. The STAMP MySay page has had some 1,420 views and the project team have completed eight in-person consultation sessions, conducted numerous presentations to stakeholders and responded extensively to formal and in-formal submissions. Full details are available in the attached *Engagement Summary Report*.
7. Additionally, both the community and industry were surveyed at the project's commencement, with very strong participation. This enabled the project team to focus on those strategies that aligned with the expectations of both groups.
8. Councillors have been briefed on four occasions throughout the project. Significantly, the State and Commonwealth governments have been included in the consultation with very strong support for the project's objectives evident.
9. The most recent round of community consultation has seen the draft STAMP exhibited on the MySay project webpage, with a Quickview summary document also printed for ease of reference and distributed widely. The recent round of consultation was advertised in multiple forms.
10. Key themes and issues arising from the public consultation on the draft STAMP were:
 - a. The draft STAMP's proposed development projects, strategies and objectives have been well-received by the community. There is overwhelming support for the airport's capability to be upgraded and for an increase in the services it provides to the region. Key themes that repeatedly came through in the project were the need for Ballarat (and western Victoria) to be connected by airline services to other major population centres; for emergency services capability to be increased; and for the airport's integration into the region's economy to be further activated.
 - b. Aircraft noise remains a concern for a small number of residents. However, those residents were still supportive of plans to introduce airline services into the airport.
 - c. Airport (and aviation) heritage groups have raised concerns regarding the proposed demolition or removal of WW2 huts for the construction of a replica Bellman hangar.

Changes incorporated into the final version

11. In response to the consultation feedback, the following changes have been incorporated into the final version of the STAMP:
 - a. With the demise of Bonza airlines, references to the Boeing 737Max aircraft (previously used by Bonza) are no longer appropriate. While the runway in its ultimate design will be capable of accommodating such aircraft types, it is highly unlikely it will be in the form of a scheduled airline service utilising the Boeing 737Max. The STAMP will be amended to reflect this change in strategy.
 - b. In terms of aircraft noise mitigations, it has been advised that the preferred approach would be the drafting of a *Fly Neighbourly Advice* rather than *Agreement*. It must be understood that such documents express preferred rather than mandatory requirements. Using the term *agreement* may draw conclusions that certain parties have obligations that are enforceable, when this is not achievable

(nor desirable for safety reasons). This change has been made in the final document.

- c. It is vital that the airport (and community) is safeguarded against inappropriate planning and development decisions that could adversely affect the interests of both. Development-related enquiries during the consultation process have noted that, according to the modelling, large swathes of land to the west of the airport are unaffected by aircraft noise. This is only relevant to the Victorian Planning Provisions' (VPP) thresholds for rezoning. In fact, much of this area will be significantly affected by aircraft noise, albeit at levels lower than the proscribed thresholds. To give planners and applicants a greater understanding of the future aircraft noise models, all contour mapping will be included in the STAMP appendices, not merely those above the VPP thresholds.
- d. Development Plan 7 in the draft suggested the removal of existing World War 2 (WW2) huts to allow construction of a replica Bellman hangar. A Bellman hangar is a WW2 design and there are currently five onsite at the airport. This was seen by the STAMP team as a worthy compromise to balance the heritage features of the airport with its capacity to generate increased revenue. However, there has been strong opposition to this project, with alternative suggestions put forward for the site by submitters concerned with its heritage aspects. The STAMP team remain open-minded to the heritage group's suggestions to refurbish the huts and to develop the site as an aviation heritage precinct to celebrate and promote the airport's heritage. However, the benefits of developing the site as a heritage precinct would need to be considered in contrast with other revenue opportunities, including construction of a hangar for lease to a commercial tenant or for aircraft storage, managed by City of Ballarat. This change has also been reflected in the final document.

OFFICER RECOMMENDATION

12. That Council:

12.1 Resolves to adopt the attached Ballarat Airport Strategy and Master Plan 2024.

ATTACHMENTS

1. Governance Review [8.1.1 - 2 pages]
2. Ballarat Airport Master Plan Engagement Report July 24 [8.1.2 - 13 pages]
3. FINAL Ballarat Airport Strategy and Master Plan 2024 Executive Summary [8.1.3 - 35 pages]
4. Final Ballarat Airport STAMP 9-07-24 [8.1.4 - 177 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Ballarat Airport Strategic and Master Plan 2024 project supports the delivery of Council Plan 2021-2025 *Goal 5: A strong and innovative economy and city* and *Goal 4: A city that conserves and enhances our natural and built assets*.

COMMUNITY IMPACT

2. The Ballarat Airport Strategic and Master Plan (STAMP) 2024 project involved two phases of community consultation, in order to ascertain and respond to community input and feedback.
3. Whilst some community members raised concerns about noise impacts surrounding the airport, and others objected to the potential demolition of removal of some dilapidated World War 2 huts, generally there has been good community (resident and business) support for the opportunities for future development outlined in the draft report. The issues of contention have been addressed in the final version.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. The draft Ballarat Airport Strategic and Master Plan 2024 includes strategic objectives which address such issues as future compliance with environmental regulations and consideration of emerging aviation technologies (such as renewable energy propulsion methods).

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. An economic analysis has formed part of the strategic analysis undertaken in the development of the document, as the recommendations made in the document respond to the future economic growth opportunities for Ballarat and region.

FINANCIAL IMPLICATIONS

6. The projects suggested by the STAMP are not currently funded and will require further business cases and costings to be undertaken to understand their economic viability and potential funding sources.
7. The pursuit of new revenue opportunities for the airport is also a key strategic objective of the STAMP.

LEGAL AND RISK CONSIDERATIONS

8. Ensuring safety and compliance with Civil Aviation Safety Authority regulations, as well as environmental and corporate governance regulations is a key strategic objective in the STAMP.

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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*. Issues relating to noise concerns for residents have been raised in community consultation, with actions to address or mitigate concerns being outlined in the STAMP

COMMUNITY CONSULTATION AND ENGAGEMENT

10. In preparing the STAMP, input concerning the airport's future has been obtained from the community, business, airport users and a diverse set of stakeholders through various engagement activities including:
 - a. Councillor briefings;
 - b. City of Ballarat executive forums;
 - c. MySay Ballarat;
 - d. Online surveys;
 - e. Industry events;
 - f. Community in-person consultation events; and
 - g. Written submissions.

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)

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Ballarat Airport Strategy and Master Plan 2024 – Community consultation

Engagement Summary Report

July 2024



CITY OF
BALLARAT



Introduction



Project overview

The Ballarat Airport Strategy and Master Plan 2024 (STAMP) will establish defined roles and activities for the Airport that are appropriate for Ballarat’s status as a large regional city with significant population growth forecast.

It will contemplate a 20-year horizon in which time the Airport runway shall have been fully upgraded to accommodate large turboprop and medium jet aircraft capable of operating interstate passenger and freight services.

The STAMP will seek to identify gaps in Victoria’s aviation infrastructure that are presently unserved or capable of future growth within the Ballarat and western Victoria region.

With opportunities associated with the Airport’s location within the BWEZ, the STAMP will capitalise on those proximate businesses whose operations and/or markets involve aviation services.

This report provides a summary of findings based on stakeholder and community feedback received during two phases of the consultation process held between November 2023 – June 2024.

The findings of this report were used to inform both the strategic and master plan components of the project.

Project stages

The development of the STAMP was undertaken in six broad stages, outlined in the diagram below. There were two distinct phases of engagement that were completed throughout the project.



City of Ballarat > Ballarat Airport Strategy and Master Plan – Community Consultation
Engagement Summary Report

Engagement activities

Table 1 – List of engagement activities undertaken during the project.

Engagement Activity	Timing	Description
Internal City of Ballarat engagement	Ongoing	Prior to commencement of the Phase 1 engagement, all CoB directorates have been briefed by the Airport Commercial Manager and some individual presentations have been completed for internal stakeholders.
Councillor Briefings	June 2023 – July 2024	An initial briefing to Councillors was conducted to outline the purpose of the Airport Master Plan and some of the areas of consideration. Councillors were encouraged to ask the project team any questions about the proposed Master Plan and the process to be undertaken. Further briefings were completed to settle the strategy and to review the first draft.
MySay Ballarat	November 2023 – June 2024	A MySay Ballarat page was created for the project with answers to Frequently Asked Questions provided, along with details of public consultation events. Links to the industry and community surveys were available on the page.
Online Surveys	November – December 2023	Two online surveys were created for both industry and the broader community. The industry survey sought to establish the use of aviation in the supply chains and operations of Ballarat businesses and the benefits an enhanced Airport could provide. The community survey focused on the participant's interest in the Airport, concerns they may have, and their support for the potential introduction of scheduled airline services.
Industry Events	November 2023 – June 2024	An industry event was held on 2 November 2023 to brief Ballarat businesses on the Master Plan project and to gauge their interest in the Airport hosting scheduled airline services and what benefits this capability may provide their organisation. Further events were held in March to review the catchment study findings and in June following release of the draft.
Community face to face consultation	November 2023 – June 2024	Throughout the engagement process, eight separate community events have been held. The community were generally very supportive of plans to expand the Airport provided the effects of aircraft noise on certain residential areas are managed. Particular support is evident for the introduction of airline services along with the capacity for the airport to accommodate the full range of emergency services required.
Submissions	Ongoing	A range of submissions have been received from residents and businesses enquiring about the project and the future plans for the Airport generally. All submissions have been provided with a response. The promotion of the airport's heritage has been cited by a number of groups and individuals as a priority. Following these submissions, opportunities to develop the airport as a visitor attraction will be explored.

Promotion and communication

Table 2 – Summary of project promotion and communication.

Promotional Activity	Description
Social Media	Targeted messaging covering the Airport Master Plan released via CoB social media channels.
MySay Ballarat	A MySay page was created highlighting relevant project dates, consultation times; frequently asked questions (FAQs) and links to two surveys; Community and Industry.
Radio Interviews	The CoB executive team along with the Mayor and Councillors appeared on ABC and commercial radio to promote the Airport Master Plan and respond to enquiries. The Ballarat Airport Commercial Manager was also interviewed on community radio to discuss the Master Plan project.
OurBallarat	The cover story in the Autumn edition of Our Ballarat magazine covered the Airport Master Plan project and the potential future plans. The magazine is distributed to around 55,000 residences and is also available online.
Media Releases	<p>At the commencement of phase 1 of the consultation process, a media release was issued by CoB in October 2023, to both inform the community of the Airport Master Plan project, and to publish the timings and locations of the relevant events being hosted.</p> <p>Additionally, a further media release took place in March 2024 which presented some of the high-level results of the Western Victoria passenger catchment study and informed the community of the next steps in the project.</p>
Media Reporting	<p>3BA News website article, 26 October 2023</p> <p>3BA News grabs, 26 October 2023</p> <p>Ballarat Times article, 3 November 2023</p> <p>Infrastructure Magazine, November 2023</p> <p>The Weekly Times article, 6 March 2024</p> <p>Australian Aviation advertorial, September –December 2023</p> <p>The Courier opinion piece – Cr Samantha McIntosh, 23 March 2024</p>

Table 3 – Summary of government engagement

Government partners	Engagement
Minister Hon. Catherine King	Ongoing written correspondence throughout the project Personal briefing completed on 19 April 2024
Martha Haylett, MP	Ongoing written correspondence throughout the project Personal briefing completed on 11 July 2023
Victorian State Govt. Aviation Investment Team	Personal briefing completed on 1 July 2024
Regional Development Victoria	Ongoing written correspondence throughout the project and personal briefings
Regional Capitals Australia	Ongoing written correspondence throughout the project

City of Ballarat > Ballarat Airport Strategy and Master Plan - Community Consultation
Engagement Summary Report

What we heard

Who we heard from

1,422
 MySay page views

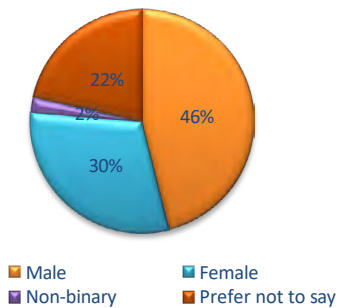
8
 Community Sessions

248
 Community Responses

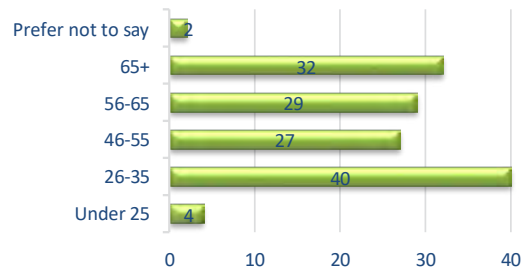
57
 Businesses Engaged

4
 Industry Events

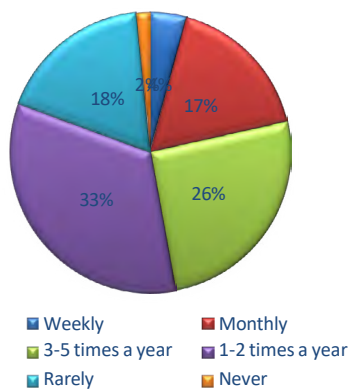
Gender



Age of respondents

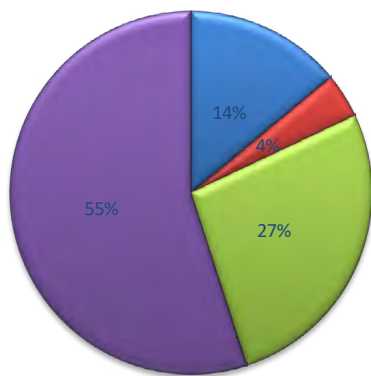


Respondents' households frequency of air travel



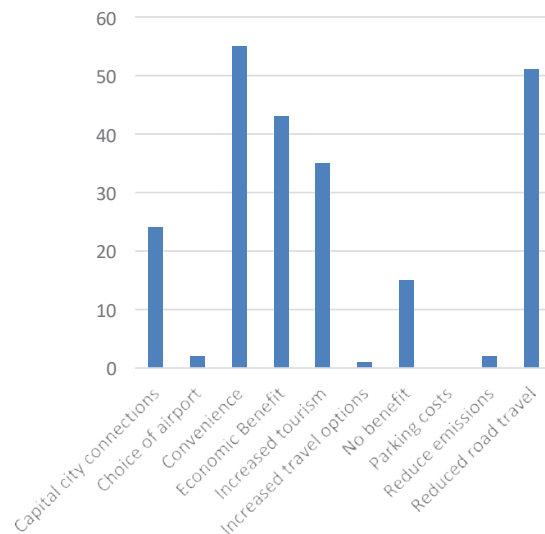
Key themes in the feedback

- Over 80% of industry respondents said that an airline service into Ballarat Airport would benefit their business.

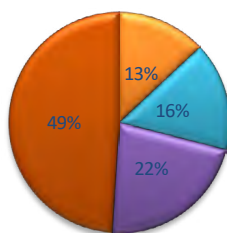


- No
- Unsure, it would depend on the service
- Yes, it would potentially offer some benefit
- Yes, it would be very beneficial

- The convenience of a local airport and reduced road travel to Melbourne are seen as the key benefits to the community of an airline service being available from Ballarat.



- Over 70% of community respondents said that an airline service into Ballarat Airport would benefit them.

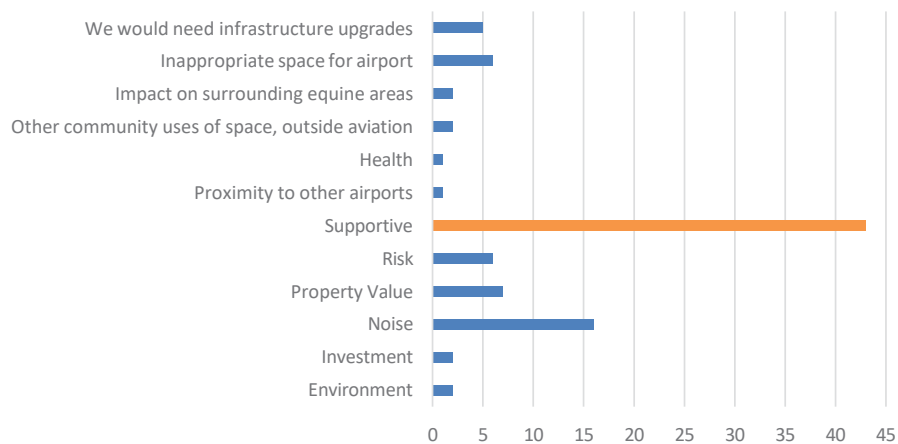
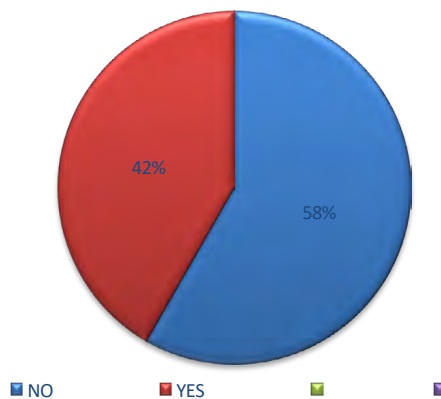


- No
- Unsure, it would depend on the service
- Yes, it would potentially offer some benefit
- Yes, it would be very beneficial

Reported risks and opportunities

- There is very high support from both industry and community for an interstate airline service
- Over 80% of industry respondents said that an airline service would benefit their business
- There is good understanding from both industry and community of the economic impacts that enhanced aviation services may bring to the region
- The strongest concern coming from community is aircraft noise, followed by the potential for aircraft noise to impact their house valuation. However, the majority responded 'no' to the question of whether they held concerns for the airport development
- Almost 2/3 of Ballarat businesses surveyed use aviation within their supply chain or operations every week
- The adverse environmental impacts of aviation were also raised by some participants

Do you have any concerns that you think should be considered within the Ballarat Airport Strategy and Master Plan project?



City of Ballarat > Ballarat Airport Strategy and Master Plan – Community Consultation
Engagement Summary Report

Feedback on the proposed strategy

Participant quotes

“The Ballarat airport is in extreme proximity to recently developed housing, particularly Miners Rest, Lucas and Alfredton. Commercial usage of the airport has the potential for significant amenity, land value and health impacts particular to vulnerable groups”

“More transparency around how much \$\$\$\$ this has and will cost taxpayers, and your plans to preserve the RAAF military history”

“The Ballarat airport is now so close to homes with the growth of Ballarat. Noise would devalue lots of homes and make this side of Ballarat less desirable”

“Please think of the benefits behind having an airport within Ballarat!”

“Make it bigger and make it happen. I live directly behind it and would love to see it go ahead!!”

“The curfews need to be reasonable. For e.g. Williamstown RAAF airbase has a curfew of 11:00pm. Ballarat is not on par with a RAAF base – so something more like 8pm – 9pm. Other concerns are house prices/ children’s sleep, accident risk and who is accountable”

“The terminal needs significant upgrades”

“It would be wonderful to have a well-designed, customer friendly, environmentally conscious Ballarat Airport that would serve locals and also attract tourists and visitors to come to Victoria via Ballarat – good links to other public transport essential”

“Overall I think this is going to be great for the community.”

“Retaining and promoting the remaining and unique rich history of RAAF Ballarat can provide an overnight second day, or return day trip visit to Ballarat and its tourism/ hospitality industry.”

“An airport in Ballarat would open up travel to other regional centres without having to drive to Tullamarine or Avalon”

“The benefits do not outweigh the negatives affects on the surrounding suburbs. I recently bought in Lucas and a plan for commercial flights was never stated. If this was the case I wouldn’t of bought here”

“It would greatly improve the ability for people to visit Ballarat and save Ballarat people having to travel to Melb to fly to other major cities and would bring a lot more money to our city as well”

“It would make Ballarat more accessible to visitors and businesses and generate more income for the whole community”

“A rise in visitor numbers from interstate as it would prove more convenient to get to Ballarat from far afield”

“Save time, effort and cost of lengthy infrequent shuttle bus transfers or busing into Melbourne city only to catch the train back the other way”

“Tullamarine is a nightmare to get to and park. Avalon is easier but still adds up to 90 minutes to travel one way, not to mention the expensive petrol, time and parking”

“The Ballarat Airport is a significant and strategic asset of the City of Ballarat, and I support and applaud the Council’s current and extensive public consultation process and its development plans to encourage growth in the aviation activities at Ballarat and the attraction and support of regular passenger (RPT) airline services to support Ballarat tourism, business, industry and holiday makers.”

Social media commentary

"Long overdue, Ballarat should be servicing flights to Sydney, Adelaide, Tasmania and possibly even the Gold Coast we don't need flights every hour possibly 1-2 a day to each would be a massive step forward. Even regional flights would be a big step in the right direction"

"Can't fix the roads but let's upgrade the airport"

"Oh yes please. Let's be brought up to date with other regional airports. Long overdue!!"

"What a shame that past Council management ignored this opportunity 20 years ago when we had the north, south and east-west bomber air strips, now all lost under tin sheds, there was good will and funding to build a motorsports precinct and develop the airport, but Egos killed this"

"Should have occurred years ago!"

"Huge economic opportunity for the region & airlines"

"I'm very surprised Ballarat hasn't done that years ago as Ballina in the northern Rivers had one for a long time & it has half the population of Ballarat"

"Ballarat is too close to Avalon and Tullamarine that's why"

"Support this it will be so good for Ballarat & surrounding areas. Let's make it happen!"

"Well overdue we need this to happen here"

"We need this!!"

"Good idea make new planning new Ballarat airport anywhere interstate very interesting"

"We don't want this! If I wanted to live close to an airport I'd live in bloody Melbourne!"

"Shuttle bus don't carry too many from Ballarat so not sure the demand is there and it's only 1 hour 20 minutes to Tullamarine anyway be a waste of money in my opinion"

"I can't imagine anyone who lives near the airport would be happy about having passenger jets fly overhead at low altitudes. Just look at what's happening at the new Western Sydney International Airport right now"

"Living near the airport now is very noisy. The flying schools are a nightmare. The planes fly from 6 am to 11 pm and they are loud. Additional aircraft would be a nightmare and would affect at least 15 to 20 percent of residents living in Ballarat. A decent train to Melbourne airport is an obvious answer"

"New Zealand (just over 5 million people) is roughly the size of Victoria and Tasmania combined (just over 7 million people). NZ has five international airports, two on the North Island and three on the South Island. Vic and Tas have three. There are 62 commercial airports (with regular passenger services) in NZ. There are 175 in the whole of Australia. Ballarat is about 115 km from Tullamarine. Avalon is only 67 km from Tullamarine. No complaints about that being too close. All in all, I think most people would prefer to go to Ballarat than fight their way into Melbourne. (Except the companies, e.g., AMP and others, who own Tullamarine and make a fortune out of it)"

"Would be great not having to travel to Tullamarine"

City of Ballarat > Ballarat Airport Strategy and Master Plan – Community Consultation
Engagement Summary Report

Submissions received

No.	Submitter	Summary of feedback / considerations
1	Lucas Community Hub	<ul style="list-style-type: none"> Residents are concerned about aircraft repeatedly flying overhead their properties, occasionally at low level. Despite these concerns, they were still generally supportive of plans to develop the capability of the airport provided the noise issues were addressed.
2	Miners Rest Community Hall	<ul style="list-style-type: none"> Residents are concerned about aircraft noise and the potential for larger aircraft noise footprints to negatively impact their property prices. Those residents living in Macarthur Park, in southern Miners Rest, accepted that they had purchased property located under an airport flight path and some aircraft noise was to be expected. <p>Overall, the Miners Rest sessions demonstrated much support for the development of the airport as a commercial hub, tempered by the desire to see the effects of aircraft noise minimised.</p> <ul style="list-style-type: none"> One resident, a long time Ballarat Aero Club member, expressed concern that Council were not aware of the current airport infrastructure issues and what investment would be required to make the airport a more capable facility.
3	Community Member	<ul style="list-style-type: none"> Thank you for your time on Friday to talk to myself and others about the Airport proposal. The others at the meeting have contacted me and the 6 of us will certainly spread the word to others re: the consultation process. It's clear from the discussion on Friday that no one is opposed to the airport extension, that the key concerns from residents is the noise, behaviour and frequency of flights over residential areas from the flying school.
4	Community Member	<ul style="list-style-type: none"> The previous master plan was carried out in 2013, using aircraft types used at that time and the previous 3 years. The subsequent 2018 Ballarat Airport Noise Modeling Report carried out by Kneebush Planning also essentially used the same types of planes in their modeling projected to the Year 2050. Both these reports therefore have serious weaknesses for the following reasons: <ol style="list-style-type: none"> 1. I am informed that none of these types of planes still operate today; 2. The runway has since been extended to 1800 metres; 3. Planes are expected to use the south end of the runway meaning there will be a lot less traffic affected the areas north of the runway e.g. Miners Rest; 4. The community information sessions indicated that Council's objective would be for the training planes; 5. Doing loops would veer to the west much earlier than currently occurs, to reduce flight noise over the Miners Rest township; and 6. In 2018 the Chinese Flight Academy made up 90% of the flight traffic used by Kneebush Planning's projections for 2050. This flying school has since reduced to very little, meaning the noise projections for 2050 are way over-estimated. The noise modeling, along with the many contour overlays relating to aircraft movements, needs to be updated as part of the current process. I would welcome the opportunity to be further involved in the development of a new Airport Master Plan.

**City of Ballarat > Ballarat Airport Strategy and Master Plan – Community Consultation
Engagement Summary Report**

No.	Submitter	Summary of feedback / considerations
5	Community Member	<ul style="list-style-type: none"> I suspect that upgrading the runways to the required standard for heavy jet aircraft, such as the Boeing 737 Max, and the building of a Terminal Building, based on the recent construction of the 550 metre southern section of runway 18/36, which I understand cost Circa \$10 mil., I would expect the cost of upgrading both major runways and the building of a Terminal would be in the vicinity of a \$100 mil. at today's costs. Don't you think that is an enormous amount to expect Ratepayers and Taxpayers to pay to service a few business people and possibly a few tourists that only MAY get a service to their required destination quicker? These businesspeople that require a quicker service can charter an aircraft to get them directly to their destination and home again. Of course, it would cost more but why is it expected Rate Payers and Taxpayers to subsidise their business travel, when we have quite a good land transport system to Tullamarine. \$10 (\$5 Seniors, Free for Pensioners) if you travel P.T.V. direct into Tullamarine, and I believe \$44 on the Shuttle bus. My wife and I use P.T.V. frequently. Allow about 3 hours from your home to Tulla and that is using the Ballarat city bus service.



Next Steps



Finalising the Master Plan Strategy

Following completion of Phase 1 of the Airport Master Plan community consultation process, the project team are investigating ways to incorporate the feedback into the strategy design, in particular the following issues:

- Aircraft noise is a significant concern for some residents and this issue will be addressed in the development of published noise-abatement strategies for pilots.
- It was also established that while some residents are concerned by aircraft noise, they largely remain supportive of the Airport development.
- Industry is seeking greater connectivity to markets and clients and the Airport is seen as a key transport asset to enable this.
- The community has expressed a strong dislike for the current situation which involves extensive travel to Melbourne Airport to complete interstate travel.
- It is felt by many residents that Ballarat is unique in not having an airport with scheduled airline services and this should be remedied.
- The cost to Council of upgrading the Airport is cited as a concern for some residents who would prefer funds dedicated to what they perceive as more pressing issues.
- Environmental concerns were also raised by community members who believed upgrading the Airport capability would lead to increased CO₂ emissions.

Timeline

- **April 2024**
Draft Airport Master Plan to be reviewed internally by CoB project team.
- **May 2024**
Draft Airport Master Plan is presented to Council for consideration of a motion to release the document for community consultation.
- **June 2024**
Phase 2 of Airport Master Plan community consultation program.
- **July 2024**
Complete amendments to draft Airport Master Plan and present final version for formal adoption by Council.

VIEW THE CONSULTATION & PROMOTIONAL MATERIALS [HERE](#)



The Phoenix | 25 Armstrong Street South, Ballarat, VIC 3350
City of Ballarat | PO Box 655, Ballarat, VIC, 3353

☎ 03 5320 5500 🌐 ballarat.vic.gov.au

July 2024



BALLARAT AIRPORT

STRATEGY AND MASTER PLAN 2024

SUMMARY STATEMENT



JULY 2024





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VISION

BALLARAT AIRPORT IS A VITAL AVIATION HUB SERVICING WESTERN VICTORIA, WHICH WILL BE ENHANCED TO SUPPORT IMPROVED CONNECTIONS FOR THE COMMUNITY, AND COMMERCIAL DIVERSIFICATION WITH TANGIBLE ECONOMIC BENEFITS FOR THE REGION. THESE ENHANCEMENTS WILL RESPECT THE AIRPORT'S HISTORICAL AND SOCIAL SETTING, AND ENSURE CONTINUAL REGULATORY COMPLIANCE.

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.



1 INTRODUCTION



THE BALLARAT AIRPORT STRATEGY AND MASTER PLAN (STAMP) PROVIDES A STRATEGIC FRAMEWORK AND COMPREHENSIVE MASTER PLAN FOR THE GROWTH AND DEVELOPMENT OF BALLARAT AIRPORT OVER THE NEXT 20 YEARS.

Since its opening in 1940 as a Royal Australian Air Force (RAAF) Base, Ballarat Airport has proven to be an important asset for the City of Ballarat, as well as for the surrounding region.

The most recent Master Plan for the airport was drafted in 2013, for the period 2013-2033. In that document it was advised to review the Master Plan at five yearly intervals. Following up on such recommendations, the **present Ballarat Airport Strategy and Master Plan (STAMP) has been prepared for the period 2024 – 2044.**

The STAMP provides a **strategic framework** and **comprehensive Master Plan** for the growth and development of Ballarat Airport over the next 20 years.

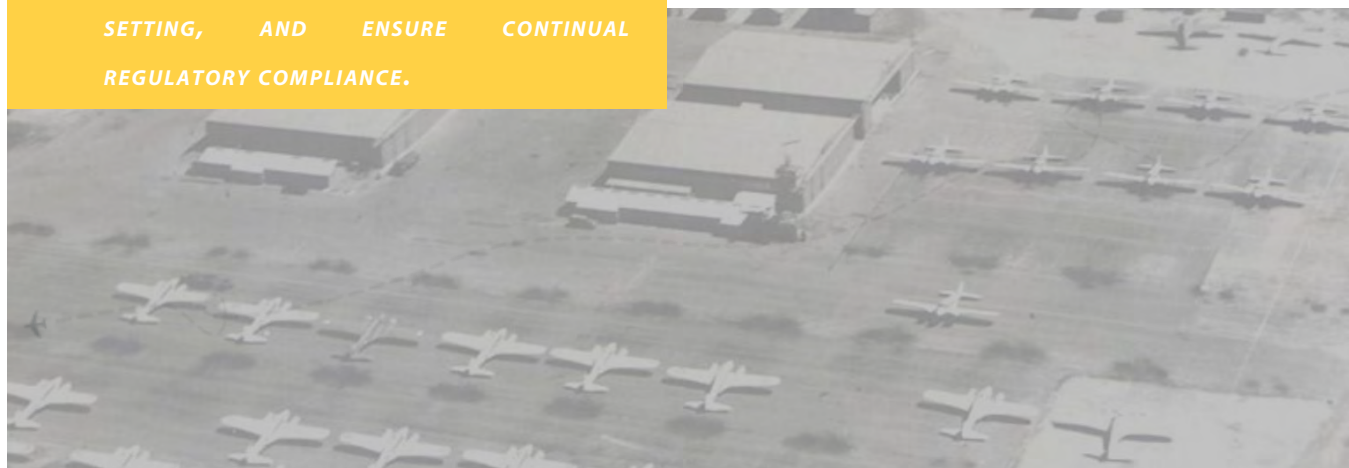
The following vision for the airport has been developed in the STAMP.

VISION

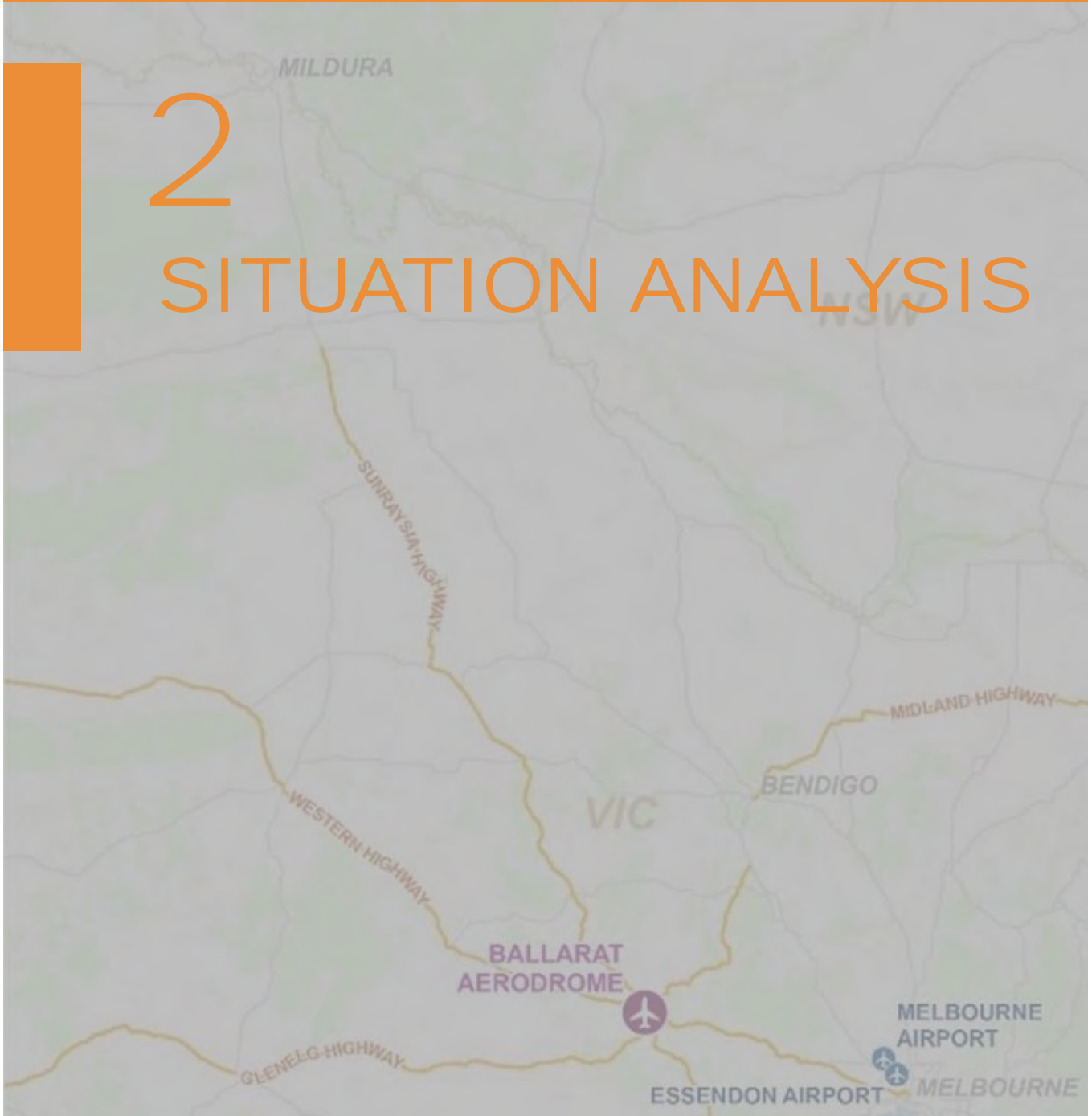
BALLARAT AIRPORT IS A VITAL AVIATION HUB SERVICING WESTERN VICTORIA, WHICH WILL BE ENHANCED TO SUPPORT IMPROVED CONNECTIONS FOR THE COMMUNITY, AND COMMERCIAL DIVERSIFICATION WITH TANGIBLE ECONOMIC BENEFITS FOR THE REGION. THESE ENHANCEMENTS WILL RESPECT THE AIRPORT'S HISTORICAL AND SOCIAL SETTING, AND ENSURE CONTINUAL REGULATORY COMPLIANCE.

The key objectives for the airport have been identified to be:

- ✦ **Pursue Revenue Opportunities** (e.g. airline service, commercial development of surplus land, aviation and non- aviation opportunities where appropriate)
- ✦ **Ensure Safety & Compliance** (e.g. effective corporate governance, airport user group, CASA regulations, environmental regulations etc.)
- ✦ **Plan for Infrastructure Upgrades** (e.g. runway pavement upgrade, additional taxiways, new terminal site etc.)
- ✦ **Identify Development Constraints** (e.g. planning controls, heritage restrictions, consider controls for appropriate development)
- ✦ **Consider Surrounding Community** (e.g. impacts on community including noise, introduce Fly Neighbourly Advice)
- ✦ **Safeguard Airport Operations** (e.g. review safeguarding policies and controls, consider NASF guidelines)
- ✦ **Consider Emerging Aviation Technologies** (e.g. Advanced Air Mobility, drones, new propulsion methods such as electric, hybrid-electric, and hydrogen fuel cell systems etc.)



2 SITUATION ANALYSIS



BALLARAT'S POPULATION, ECONOMIC AND LIVEABILITY INDICES HIGHLIGHT THE PROSPECTS FOR FUTURE AVIATION GROWTH IN THE REGION. BALLARAT AIRPORT IS WELL SITUATED TO SERVE THE REGION, IN THIS REGARD BEING IN A HIGHLY ACCESSIBLE LOCATION ADJACENT TO THE WESTERN FREEWAY.

The airport is owned and managed by the City of Ballarat, and it features three runways, two with bitumen surface and a shorter one with grass surface. The main aviation facilities comprise of outside aprons and hangars, as well as a small terminal building which, in its current state, is incompatible with the provision of airline services. Outside of the airport precinct, the main development consists of the Ballarat West Employment Zone (BWEZ), being built along the south and east boundaries of the airport.

All the active regulatory and Planning Scheme requirements have been considered and thoroughly analysed in the Situation Analysis, including:

- ✘ CASA MOS 139 and relevant Advisory Circulars
- ✘ National Airports Safeguarding Framework
- ✘ Planning and Environment Act 1987
- ✘ Ballarat Planning Scheme
- ✘ Environment Protection and Biodiversity Conservation Act 1999
- ✘ Heritage Act 2018
- ✘ Local Government Act 2020
- ✘ Previous Airport Master Plans, Feasibility Studies, Reports etc.



The airport of Ballarat lies within the following areas and overlays:

- ✘ **Special Use Zone 6 (SUZ6)**, which has the purpose of providing land for the airport and complementary uses.
- ✘ **Airport Environs Overlay (AEO)**, which has the purpose of safeguarding the airport from surrounding noise-sensitive developments, as well as protecting neighbouring communities from the impact of the airport.
- ✘ **Design and Development Overlays (DDO)**, which has the purpose of safeguarding the airport from the encroachment of inappropriate obstacles and buildings in the surrounding environment.
- ✘ **Heritage Overlay (HO)**, which protects the historical nature of part of the airport's assets dating back to the Second World War.
- ✘ **Groundwater Quality Restricted Use Zone (GQRUZ)**, which was put in place in 2022 for the protection of residual groundwater contamination following an agricultural chemical spill on part of the airport site which took place in 1989.



During the Situation Analysis phase, a number of formal and informal **meetings with stakeholders** were held, in order to:

- ✘ Explain the purpose, objectives and benefits of an Airport STAMP.
- ✘ Document opportunities and constraints of the Airport from the perspective of primary stakeholders.
- ✘ Understand and catalogue requirements for potential new users of the Airport.
- ✘ Identify potential investment opportunities with local businesses.

The consultation activities highlighted some key themes and outcomes from the various groups from the City of Ballarat. **Industry and airport users showed strong support for the airport**, while the **community had a mixed response** to the airport, with **concerns related to noise and personal amenity with overflying aircraft. All stakeholders showed support for a scheduled passenger service.**

Finally, the **Strengths, Weaknesses, Opportunity and Threats (SWOT)** analysis provided the following major results:

STRENGTHS

Ballarat Airport is well located, and its existing airside infrastructure is well suited for its future developments. The land parcels surrounding the airport boundary provide opportunities for development of aviation and non-aviation activities.

WEAKNESSES

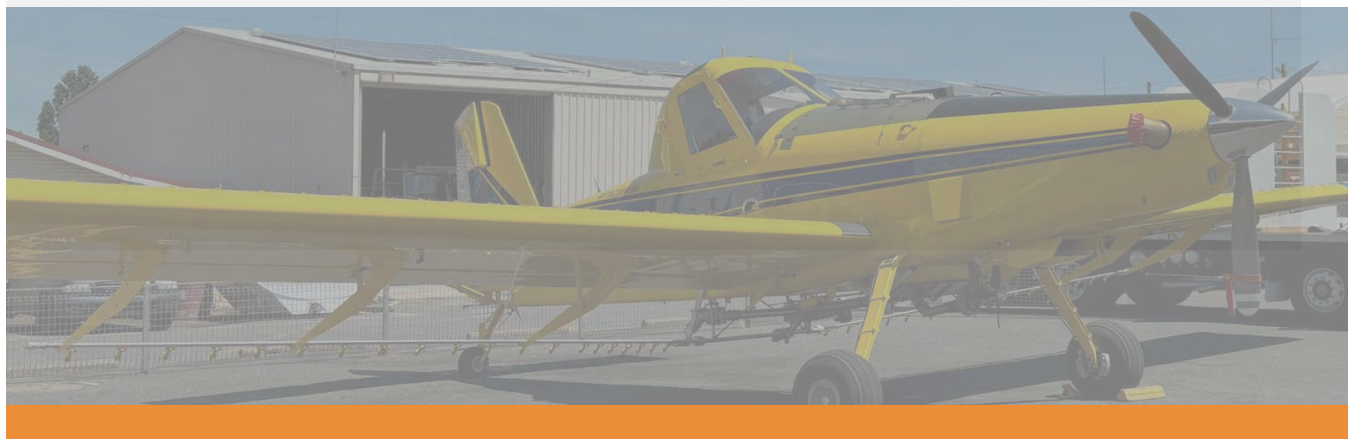
Heritage, flora and fauna constraints will need to be addressed, before major developments could be undertaken. The airport has not historically explored sufficient revenue opportunities, together with the current runway pavement condition and noise concerns are also considered weaknesses.

OPPORTUNITIES

The city's continued population and economic growth could prove beneficial for the airport. Further opportunities could arise from positioning the airport as an air transport hub for Western Victoria, developing an emergency services facility, along with further commercial development.

THREATS

Concerns related to aircraft noise in areas surrounding the airport are considered as threats to its development, along with the competition generated by surrounding existing airports.



BALLARAT AIRPORT

8

AERIAL VIEW OF BALLARAT AIRPORT (2023)



BALLARAT AIRPORT STAMP 2024

3 STRATEGY



THE STRATEGY REVEALS A DIVERSE ARRAY OF POSSIBILITIES, EACH WITH UNIQUE STRENGTHS. DECISION-MAKING SHOULD ALIGN WITH THE AIRPORT'S SPECIFIC GOALS AND OPERATIONAL REQUIREMENTS.

THE DYNAMIC AND DIVERSE POPULATION OF

BALLARAT, as revealed through demographic profiling and trends, underscores the need for strategic alignment of airport services with evolving community needs. As a vital infrastructure asset, the airport must be attuned to the nuances of population growth, age distribution, income levels, and shifting household profiles. As economic development continues to attract residents, **there is a foreseeable uptick in the demand for efficient travel connections**. Furthermore, the age structure analysis indicates a growing younger population, particularly in the 15-29 age group, hinting at **potential heightened demand for passenger services at Ballarat Airport**.

BALLARAT'S STRATEGIC LOCATION is pivotal in shaping its economic landscape, positioning it as a key player in the state's economic development.

The city's proactive approach to fostering growth, coupled with its emphasis on emerging sectors, sets the stage for **future economic prosperity**. **The potential for passenger services at Ballarat Airport aligns with these growth trajectories**, presenting a logical and strategic step in reinforcing the city's commitment to sustainable economic development. The airport, **strategically positioned**, is poised to provide essential services and facilities that cater to the evolving needs of the Ballarat community and businesses, thereby contributing to the overall connectivity and accessibility that define Ballarat's economic landscape.

THE INTRODUCTION OF A PASSENGER SERVICE AT BALLARAT AIRPORT, COULD SIGNIFICANTLY CONTRIBUTE TO SUSTAINED GROWTH IN THE TOURISM SECTOR BY IMPROVING ACCESSIBILITY, CONVENIENCE, AND ATTRACTING A BROADER AUDIENCE.

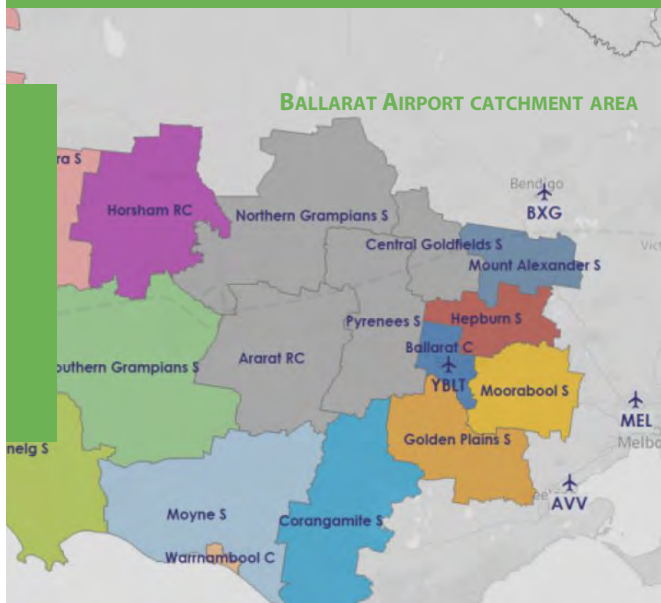
IN EVALUATING THE TOURISM TRENDS IN

BALLARAT and exploring opportunities to enhance the airport's role as a tourism gateway, several key insights have emerged. **The region has demonstrated resilience and growth in its tourism industry, particularly in domestic day trips**. The appeal of Ballarat is underscored by its consistent growth in intrastate visitors, indicating popularity among local travellers. Strategies to further boost domestic and, in particular, interstate tourism could contribute to sustained growth in the tourism sector. The success of regions in transitioning day trips to more lucrative overnight stays relies heavily on crucial infrastructure enhancements. **A noteworthy initiative is the potential introduction of a passenger service at Ballarat Airport**. The evidence indicates that regional aviation impacts on the local economy and, in particular, the earnings of local residents.



11

BALLARAT AIRPORT



CATCHMENT OF 300,000 PEOPLE WITH APPROXIMATELY 1,150 PEOPLE (1,600 PEAK) TRAVELLING INTERSTATE VIA MEL AIRPORT EVERY DAY IN THE YEAR TO JUNE 2023

OPPORTUNITIES MAY ARISE FROM

TECHNOLOGICAL ADVANCEMENTS, highlighting the need for the airport to align with such progress and position itself strategically. Adapting to **emerging trends, fostering innovation**, and adopting **sustainability goals** will be pivotal for Ballarat Airport's success in a dynamic and evolving regional aviation environment.

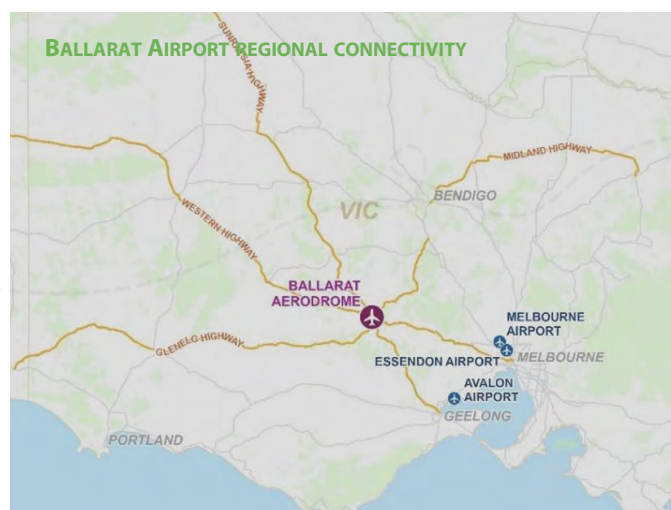
Examining specific trends, like the potential shift towards **Advanced Air Mobility (AAM)** services and the **electrification of small fixed-wing aircraft**, indicates a changing landscape that could also impact the decision-making process for Ballarat Airport.

CONNECTIVITY AND ACCESSIBILITY play a crucial role in Ballarat Airport's strategic positioning. Leveraging existing transportation networks and engaging with future infrastructure developments can **position the airport as a central element in the region's economic and commercial activities**. **Enhancing connectivity by way of passenger and/or freight services** would significantly contribute to overall growth and development in Ballarat and its surrounding areas.

Ballarat is a city marked by substantial population growth, with an opportunity to strategically position its underutilised airport asset. **As one of few Australian localities without airline connections**, Ballarat makes a compelling case for **exploring airport development to facilitate passenger services, potentially emerging as a regional aviation hub**. By leveraging its **large catchment area**, Ballarat can foster connectivity, drive economic development, and play a more prominent role within the broader regional aviation landscape.

A MULTI-CRITERIA ASSESSMENT (MCA) was

undertaken to **identify and prioritise initiatives** that support these strategic objectives and **offer the greatest potential for success and positive impact**. The assessment reveals a diverse array of possibilities, each with unique strengths and considerations. Prioritisation and decision-making should align with the vision for the airport, operational requirements, and commitment to safety, security, and community engagement.



Thriving regional aviation hubs, exemplified by the growth in larger regional airports, emphasise the **potential for sustainable models that serve regional catchments and attract aviation-related industries. The introduction of new routes should see increased connectivity and competition**, highlighting the evolving dynamics in the regional aviation sector.

The following development initiatives have received the highest scores in the MCA evaluation:

- ✘ **TERMINAL BUILDING**
- ✘ **LIGHT INDUSTRIAL UNITS/LAND**
- ✘ **HANGAR SPACE FOR PRIVATE AND COMMERCIAL AIRCRAFT**
- ✘ **SHORT-TERM ACCOMMODATION CATERING TO AIRPORT USERS**
- ✘ **EMERGING AVIATION TECHNOLOGIES**
- ✘ **AIRCRAFT MAINTENANCE AND REPAIR FACILITIES**
- ✘ **TAXI/SHUTTLE/PUBLIC TRANSPORT SERVICES.**

The following strategic holistic recommendations have been drawn for the STAMP:

✘ **STRATEGIC INTEGRATION WITH LOCAL TRENDS.**

Support business, tourism and align with economic demand

✘ **FLEXIBILITY FOR EMERGING INDUSTRIES**

The airport should be positioned as a versatile hub that can adapt to the changing needs of industry

✘ **PROMOTING SUSTAINABLE PRACTICES**

Consider energy-efficient infrastructure, transportation options and findings of environmental and heritage studies

✘ **STRATEGIC POSITIONING AS A REGIONAL HUB**

Ensure Ballarat Airport is not just as a local facility but a vital regional hub

✘ **CONTINUOUS MONITORING AND ADAPTATION.**

Establish mechanisms to ensure the airport remains responsive to evolving economic, social, and industry dynamics.



4

MASTER PLAN



THIS SECTION PROVIDES AN ANALYSIS OF THE AIRPORT AGAINST RELEVANT AIRPORT PLANNING CRITERIA TO HELP GUIDE THE MASTER PLAN AND ACHIEVE THE STRATEGIC VISION AND OBJECTIVES.

The design aircraft which has been considered for the development of the Master Plan is the **Bombardier Dash 8 Q400** (ICAO Code 3C). However, occasional operations of larger aircraft, such as the Boeing 737 or Airbus A320 could also be envisioned for the airport.

The strength of the runways and taxiways, in their current state, is not sufficient to allow for the regular service of RPT flights.

The airport is currently not security controlled, and features a small terminal building which is not suited to host airline services in its current state.



“Our studies would conclude, for the city size and catchment areas considered, Ballarat Airport (YBLT) would have a market size commensurate to securing – with endeavour – an air service to Sydney in the first instance, with that service then proving useful to target the next largest city for an air service in the following years.”

Ailevon Pacific – Passenger catchment study, November 2023

4.1

LAND USE

The land use plan contained in the Master Plan assists in planning for the future use of the airport land and is consistent with the previous Master Plan,

stakeholder consultation and further analysis. There are six (6) precincts identified for Ballarat Airport for future planning purposes.

AIRFIELD (AF)

This is the most critical precinct of the airport and includes the runways and adjacent land.

AIRPORT CORE (AC)

This precinct encompasses all the core aviation business and support facilities.

NORTH-WEST DEVELOPMENT PRECINCT (NW)

In this precinct the grass Runway 13/31 will be decommissioned, to allow for light industrial and some aviation-related development on the site.

BWEZ AVIATION INTERFACE (AI)

In this precinct there is a possible opportunity for an emergency service hub or interim passenger service terminal.

FUTURE PASSENGER TERMINAL AND APRON AREA (FPT)

This precinct is reserved for the development of the facilities required to accommodate scheduled airline services. It involves a terminal building, carpark, Code C taxiways and an apron area that can accommodate two Code C aircraft.

SOUTHERN GENERAL AVIATION PRECINCT EXPANSION (GAE)

This precinct encompasses land that is ideal for the expansion of GA activities and involves the development of hangers, aprons, taxiways, a Code A taxiway and utilities.



4.2

FACILITIES DEVELOPMENT

1 UPGRADING OF EXISTING 1,250 METRE SECTION OF RUNWAY 18/36

The existing 1,250 metre section of the recently extended Runway 18/36 at Ballarat Airport is at the end of its operational life and **requires upgrading and improvement in its strength rating.**

2 REFURBISHMENT OF EXISTING AIRCRAFT APRON AND AIRPORT TERMINAL BUILDING

In order to allow for the provisioning of scheduled passenger services, the need may arise for the **refurbishment of the existing airport terminal building**, as well as the **existing apron**, in advance of construction of a new terminal and apron area.

3 DEVELOPMENT OF NORTH-WEST AIRPORT PRECINCT

This project involves the **decommissioning of the existing grass runway**, to enable the development of a **general aviation apron**, the provision of the potential apron for Code C aircraft, as well as the **creation of lots** to be sold for the future development of light industrial units.

4 REMEDIATION AND DEVELOPMENT OF SOUTHERN GENERAL AVIATION PRECINCT

Between the southern apron and the existing Airport Road there is an unused area of land which, given its position, has potential to be utilised as an **expansion to the general aviation facilities**. The development would involve **aircraft hangars, aprons, roads and related facilities.**

5 AIRPORT SECURITY UPGRADE

The planned work involves the **improvement of the airport security**, upgrading the airport to either **Tier 2 or Tier 3 status**, in preparation for the commencement of scheduled airlines services.

6 CONSTRUCTION OF AIRPORT TERMINAL, CAR PARK AND AIRCRAFT APRON AREA

In order to facilitate RPT services to and from Ballarat Airport, **a new terminal building**, together with an **aircraft apron, car parking and other support facilities** would be required, in the designated area in the southern part of the airport, to the west of the threshold of Runway 36.

7 DEVELOPMENT OF A HERITAGE PRECINCT

This site, located close to the existing Bellman hangars and with direct apron access, currently houses dilapidated WW2 era huts that are not habitable and need repair. It must be noted that the site's location next to the apron **makes it ideal for an aircraft hangar**. Accordingly, the benefits of developing the site as a heritage precinct would need to be considered in contrast with other revenue opportunities, including construction of a hangar for lease to a commercial tenant or for aircraft storage managed by Council.

8 RUNWAY 18/36 PARALLEL TAXIWAY

Currently, neither Runway 18/36, nor Runway 05/23 have a parallel taxiway. One of the planned infrastructure works would be the **development of a new taxiway for aircraft up to Code C**, which would run **parallel to Runway 18/36**, from taxiway Alpha to the threshold of Runway 18

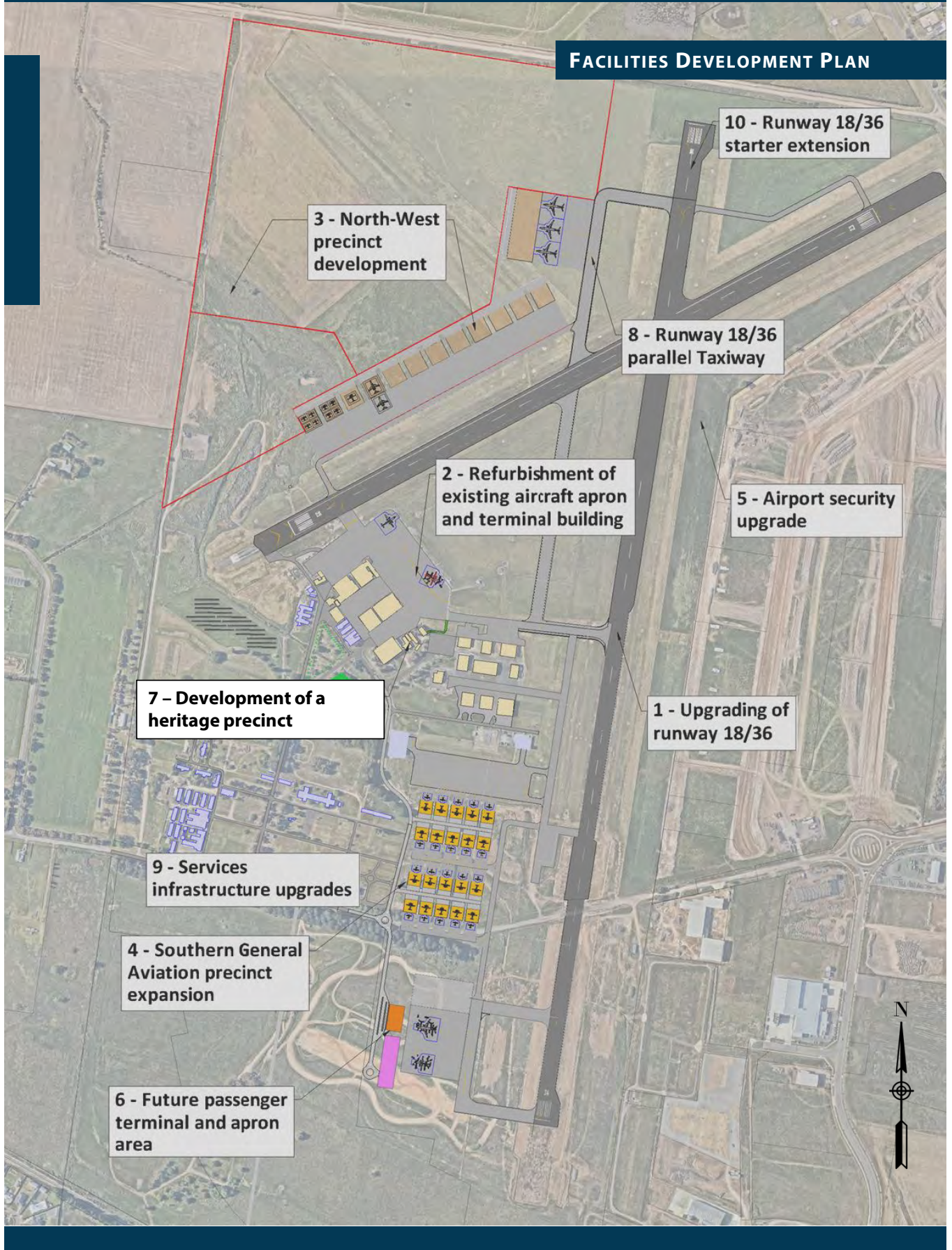
9 SERVICES INFRASTRUCTURE UPGRADES

With aging infrastructure and increasing demand at the airport, the **existing utility services will require upgrading** over time.

10 RUNWAY 18/36 STARTER EXTENSION

The runway cannot be extended further to the south, due to the slope of the terrain. Hence, a **potential extension towards the north could be feasible**. As a preliminary estimate, an extension of up to 150m could be built at the north end of the main runway.







4.3

SAFEGUARDING

The ability of an airport to function effectively is closely tied to the land use surrounding it. Structures encroaching into flight paths can severely restrict airport operations and impact safety. However other developments also impact an airport's operation and safety. **Balancing these competing interests is a complex task for airport planners and policy makers.**

The National Airports Safeguarding Framework (NASF) highlights the principles and guidelines to protect airport operations in Australia. This is further supported by the **Australian Airports Association's (AAA) Planning Around Airports – Safeguarding into the Future** which aids airport operators and planning authorities on how to implement the NASF guidelines. The following considerations have been drawn, following the NASF Guidelines.

MANAGING AIRCRAFT NOISE

The Ballarat Planning Scheme has the Airport Environs Overlay (AEO) which applies to the airport site and surrounding land determined by the **Australian Noise Exposure Forecast (ANEF)**. ANEF contours are based on the average daily noise exposure levels over a one-year period and take into account a range of factors, including noise intensity, duration and aircraft movements.

It is important to update AEO 1 and AEO 2 to reflect any changes of the ANEF.

The number above, or 'N'-contours for the airport are decibel measurements that indicate daily potential noise exposure for an area. These contours show a significantly larger impact compared to the ANEF contour that Council needs to consider when determining land uses around the airport, as per State policy.

PROTECTION OF AIRSPACE

The OLS restrictions are partly incorporated into the Ballarat Planning Scheme through the Design and Development Overlay control. **DDO17 and DDO18** are based on a previous OLS chart and the existing runway lengths and therefore **need to be updated** to take account of the extension to Runway 18/36 (to 1800m). **The planning scheme controls should be based on the extended runway.**

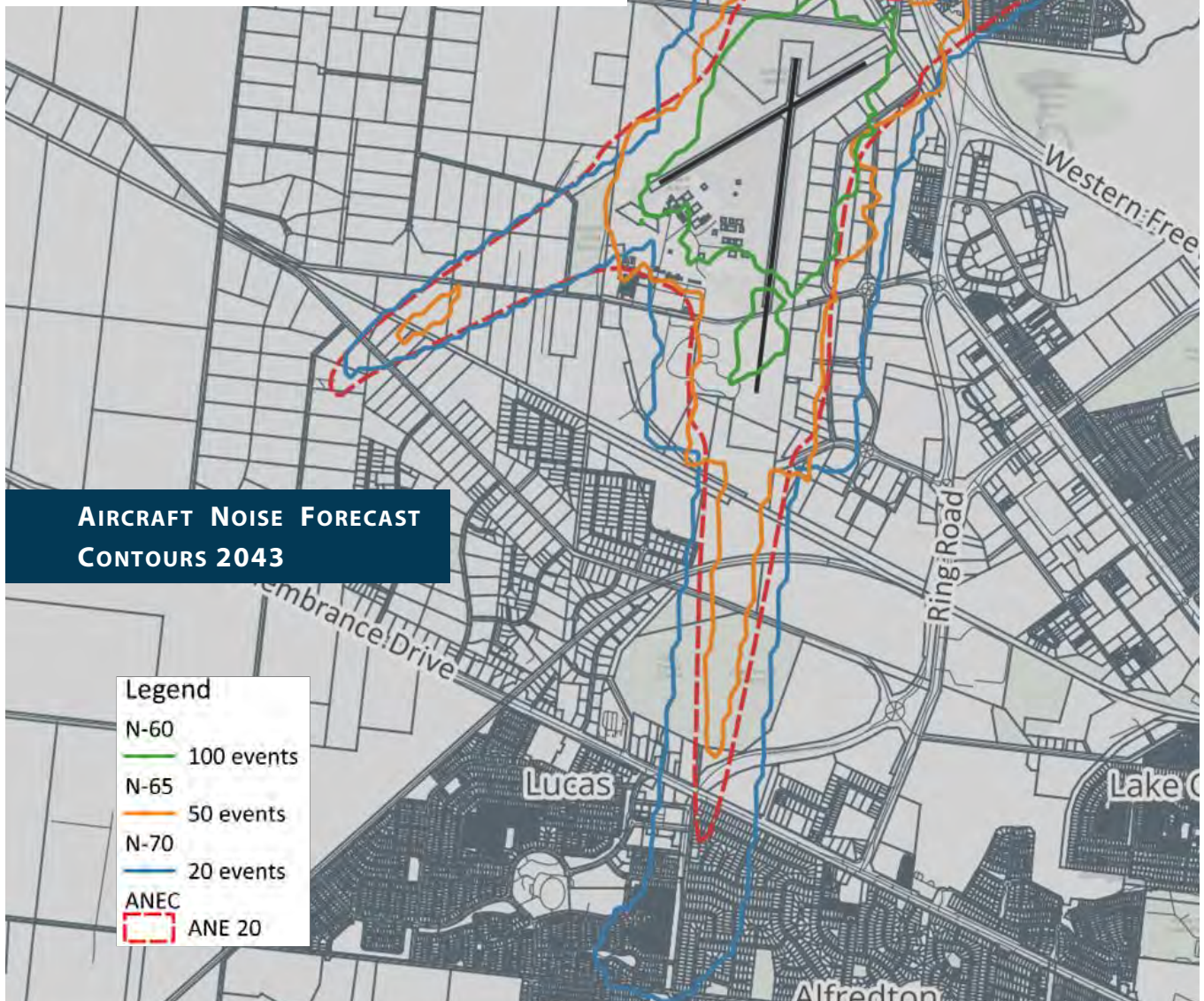
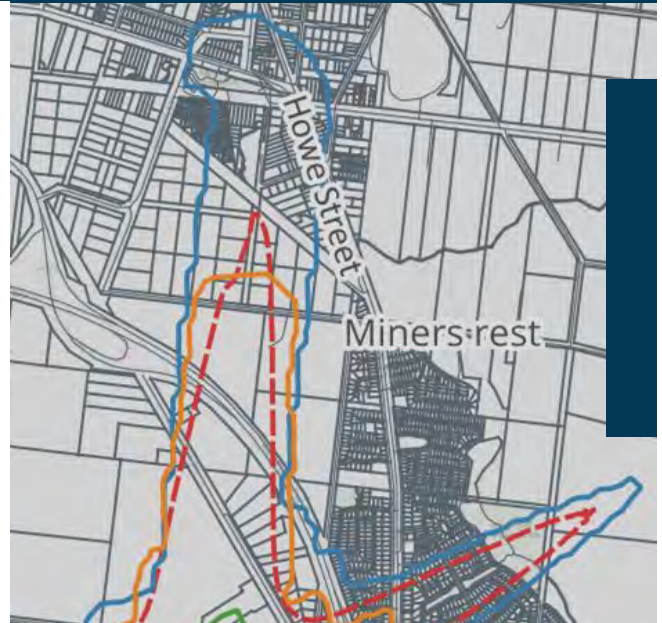
OTHER NASF MATTERS

Whilst aircraft noise and airspace protection are the two most critical airport safeguarding matters, the **assessment of land use and development proposals around Ballarat Airport must consider all of the NASF guideline matters**, in accordance with Clause 18.02-75: Airports and Airfields of the Ballarat Planning Scheme.

PLANNING POLICIES AND CONTROLS

Following the adoption of this Master Plan a **Planning Scheme Amendment is recommended** to:

- ✘ Update the Special Use Zone to account for the additional land for the RPT precinct.
- ✘ Update the extent of the Airport Environs Overlay having regard to the new ANEF.
- ✘ Update the Design and Development Overlay to reflect updated OLS chart.



**AIRCRAFT NOISE FORECAST
CONTOURS 2043**

Legend	
N-60	100 events
N-65	50 events
N-70	20 events
ANEC	
ANE 20	

5

IMPLEMENTATION PLAN

THIS STAMP FOR BALLARAT AIRPORT SERVES AS A STRATEGIC DOCUMENT, OFFERING THE COUNCIL A CLEAR DIRECTION AND FRAMEWORK FOR FUTURE DEVELOPMENT WITH PLANNING OBJECTIVES OVER THE NEXT 20 YEARS.

This STAMP serves as a crucial strategic tool, offering the Council a clear direction and framework for future planning and development of Ballarat Airport. It aims to provide the Council with planning objectives over the next 20 years to protect and align the airport as an important infrastructure asset for the Council and the wider community.

The scheduling and execution of proposed upgrades at Ballarat Airport depends upon various factors including funding opportunities, demand indicators, market conditions, commercial discussions, and regulatory approvals.

Collaboration with aviation stakeholders and other key stakeholders is crucial to determine priorities. Some projects will require further analysis through the development of a detailed business case to understand the projects' benefits.

Regular Master Plan reviews every five years will enable the Council to evaluate project priorities, ensuring alignment with evolving forecasts and development needs.



5.1 RECOMMENDATIONS

- A** Prepare the **planning and design process to create one/two new parking bays** for aircraft up to Bombardier Dash 8Q400 on the main apron.
- B** Complete a **taxiway and apron pavement strength evaluation** on existing infrastructure.
- C** Complete **the runway strength evaluation after the runway upgrade project**.
- D** Prepare the **planning and design process** for the **refurbishment and renovation of the existing terminal** or the establishment of a new terminal site to accommodate a future RPT service.
- E** Prepare the **planning and design process** for the **security upgrade works** needed for the commencements of RPT services.
- F** Confirm a **suitable clearance buffer is in place** to reduce the frequency of annual trimming the same trees.
- G** **Future development of the airport must be assessed against the OLS chart** to ensure it does not intrude into the airspace protection surfaces.
- H** Before any development on the airport, **the outcomes and recommendations of the previous flora and fauna studies, Aboriginal Cultural Heritage Assessment, Victorian Heritage Register and Heritage Overlay H0190** should be **carefully reviewed and considered**.
- I** **Complete further flora and fauna study before decommissioning Runway 13/31** to determine if endangered species are located on the site and the impacts to development if any.
- J** Ensure that **planning and design of development in Precinct AI: BWEZ Aviation Interface Sites** is undertaken in **accordance with MOS 139**.
- K** Seek a **review of the existing heritage controls** to reduce development restrictions on the airport.
- L** Further work be undertaken to align and cost future utility requirements to **ensure sufficient capital funding is available over the short, medium and long term**. This work should consider not only this Master Plan but also the works planned for BWEZ.
- M** **Update the AEO with the new ANEF contours** to reflect the growth of the contour.
- N** In accordance with Clause 18.02-75, **N contours should be used for strategic planning** when considering rezonings around Ballarat Airport.
- O** **Develop and establish the Fly Neighbourly Advice** to reduce the noise impacts to the surrounding community. Once adopted, **communicate the agreement to the local community**.
- P** **Update the DDO to account for the runway extension** to ensure OLS is protected.
- Q** **Update Aerodrome Manual to reflect TODA gradient changes**.
- R** In accordance with MOS139 **transitional surfaces must be considered to determine height restrictions** of new development around airport.
- S** **Increase SUZ6** to include the additional land for the future RPT terminal

5.2 PROJECTS

ACTION	TRIGGER	TIMING
1 Planning Scheme Amendment	Adoption of Master Plan and endorsement of ANEF	Short term
2 Decommission grass runway	Development of north-west precinct	Short term
3 Complete a Flora and Fauna study for the north-west corner of the airport site	Redevelopment of the north-west precinct / Decommissioning grass runway	Short term
4 Consider Conservation Management Plan and Cultural Heritage Assessment	Further development of airport site	Short term
5 Upgrading of existing 1,250 metre section of Runway 18/36	Current need	Short term
6 Development of north-west airport precinct	Development opportunity	Short term
7 Refurbishment of existing aircraft apron and airport terminal building	Introduction of RPT service	Short term
8 Airport security upgrade	Introduction of RPT service	Short term
9 Development of a heritage precinct	Development opportunity / Demonstrated sustainability	Short term Medium Term
10 Services infrastructure upgrades	Increasing airport development	Short term Medium Term
11 Remediation and development of southern general aviation precinct	Demand for GA hangars	Short term Medium Term
12 Construction of airport terminal, car park and apron area	Introduction of RPT service	Medium term
13 Construction of a Category C taxiway from Taxiway A to Runway 18 threshold	Increase in aircraft operations / Introduction of RPT service	Medium term
14 Runway 18/36 starter extension	Introduction of RPT service or larger aircraft	Long term
15 Prepare a detailed precinct development plan before development of each precinct	As required	As required
16 Review Master Plan and ANEF at 5 yearly intervals	5 years from adoption of Master Plan	5 years

5.3 COMMERCIALISATION PATHWAYS

The evaluation of commercial opportunities at Ballarat Airport has highlighted a **diverse array of possibilities for revenue generation and economic development.**

By strategically aligning each opportunity with the airport's goals and operational requirements, the City can maximise the potential of the Airport Master Plan while ensuring long-term sustainability.

To realise this vision, a multifaceted approach encompassing roles of facilitator, investor, and strategist/marketer is recommended. By actively cultivating partnerships, strategic investments, and long-term planning, the council can drive sustainable growth and maximise community benefits.

Strategically assessing pathways for sustainable growth and financial viability is crucial for the realisation of the Master Plan.

By embracing a **balanced approach** that combines elements of public-private partnerships, joint ventures, and private developer collaborations, Ballarat Airport can position itself for resilient development in the years to come.

Furthermore, adopting a **diversified revenue model** that leverages aircraft movements, land sales, lease agreements, operator agreements, and concession agreements can enhance revenue generation and support sustainable growth. By capitalising on additional revenue-generating opportunities Ballarat Airport can strengthen its financial position and support its long-term growth objectives.





6

MASTER PLAN CONCEPTS



THE SOUTHERN GENERAL AVIATION PRECINCT EXPANSION,
ILLUSTRATING THE POTENTIAL FOR INCREASED AIRCRAFT
HANGARAGE



IMAGES FOR ILLUSTRATIVE PURPOSES ONLY



DEVELOPMENT OF THE NORTH-WEST AIRPORT PRECINCT RESULTING
IN THE SALE OF FREEHOLD LAND LOTS TO UNLOCK FUNDING FOR
AIRPORT INFRASTRUCTURE PROJECTS AND FACILITATING FURTHER
AVIATION RELATED ACTIVITIES

IMAGES FOR ILLUSTRATIVE PURPOSES ONLY

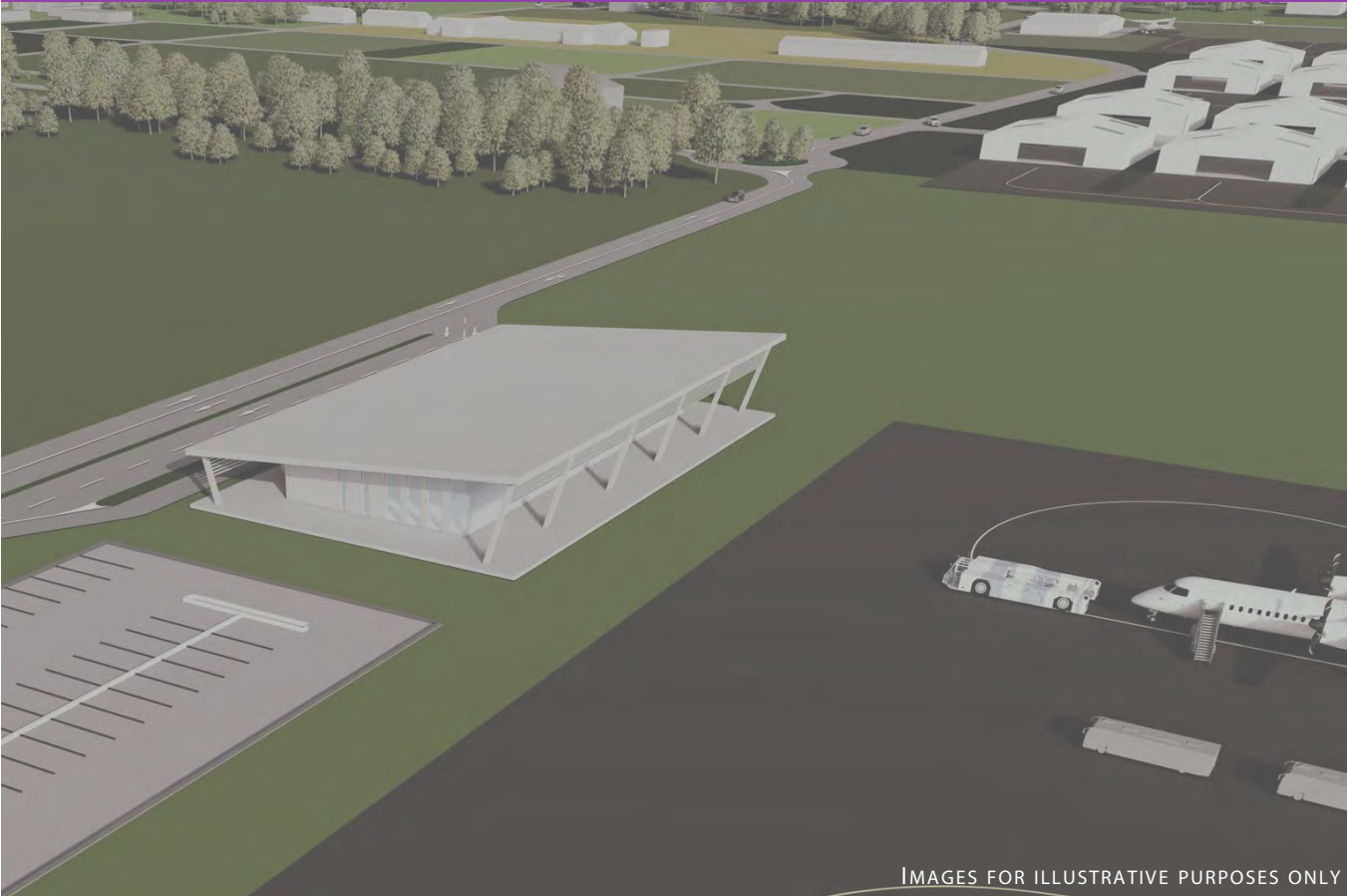
31

BALLARAT AIRPORT

NEW PASSENGER TERMINAL BUILDING, AIRCRAFT APRON AND CAR PARK



IMAGES FOR ILLUSTRATIVE PURPOSES ONLY



IMAGES FOR ILLUSTRATIVE PURPOSES ONLY

**REFURBISHMENT OF THE EXISTING AIRCRAFT APRON AND
TERMINAL BUILDING (2 AIRCRAFT BAYS LAYOUT)**



IMAGES FOR ILLUSTRATIVE PURPOSES ONLY

**OVERVIEW OF THE EXISTING APRONS, NEW SOUTHERN GENERAL
AVIATION APRON AND NEW PASSENGER TERMINAL**



IMAGES FOR ILLUSTRATIVE PURPOSES ONLY



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Ballarat Airport Strategy and Master Plan 2024



July 2024



Ballarat Airport Strategy and Master Plan 2024

Prepared for:

City of Ballarat

Prepared by:

To70 Aviation (Australia) Pty Ltd
Level 19, 15 William Street
Melbourne VIC 3000
www.to70.com

In association with:

RPS | Australia Asia Pacific
Level 16, 222 Exhibition Street
Melbourne VIC 3000, Australia
www.rpsgroup.com

July 2024

Ballarat Airport Strategy and Master Plan 2024



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Executive Summary

Since its opening in 1940 as a Royal Australian Air Force (RAAF) Base, Ballarat Airport has proven to be an important asset for the City of Ballarat, as well as for the surrounding region.

The most recent Master Plan for the period 2013 - 2033 was drafted in 2014. In that document it was advised to review the Master Plan at five yearly intervals. Following up on such recommendations, the present Ballarat Airport Strategy and Master Plan (STAMP) has been prepared for the period 2024 – 2044.

Introduction

The STAMP provides a strategic framework and comprehensive master plan for the growth and development of Ballarat Airport over the next 20 years.

The following vision for the airport has been developed in the STAMP:

Ballarat Airport is a vital aviation hub servicing western Victoria, which will be enhanced to support improved connections for the community, and commercial diversification with tangible economic benefits for the region. These enhancements will respect the airport's historical and social setting, and ensure continual regulatory compliance.

The key objectives for the airport have been identified as:

- Pursue Revenue Opportunities (e.g. airline service, commercial development of surplus land, aviation and non-aviation opportunities where appropriate)
- Ensure Safety & Compliance (e.g. effective corporate governance, airport user groups, CASA requirements, environmental regulations etc.)
- Plan for Infrastructure Upgrades (e.g. runway pavement upgrade, additional taxiways, new terminal site etc.)
- Identify Development Constraints (e.g. planning controls, heritage restrictions, consider controls for appropriate development)
- Consider Surrounding Community (e.g. impacts on community including noise, introduce fly neighbourly advice)
- Safeguard Airport Operations (e.g. review safeguarding policies and controls, consider NASF guidelines)
- Consider Emerging Aviation Technologies (e.g. Advanced Air Mobility, drones, new propulsion methods such as electric, hybrid-electric, and hydrogen fuel cell systems etc.)

Situation Analysis

The airport is owned and managed by the City of Ballarat, and it features three runways, two with bitumen surface and a shorter one with grass surface. The main aviation facilities comprise of outside aprons and hangars, as well as a small terminal building which, however, in its current state is incompatible with the provision of airline services. Outside of the airport precinct, the main development consists of the Ballarat West Employment Zone (BWEZ), being built along the south-east boundary of the airport.

Ballarat Airport Strategy and Master Plan 2024



All the active regulatory and Planning Scheme requirements have been considered and thoroughly analysed in the Situation Analysis, including:

- CASA MOS 139 and relevant Advisory Circulars (ACs)
- National Airports Safeguarding Framework (NASF)
- Planning and Environment Act 1987 (Vic)
- Ballarat Planning Scheme
- Environment Protection and Biodiversity Conservation Act 1999 (Cth)
- Heritage Act 2018 (Vic)
- Local Government Act 2020 (Vic)
- Previous Airport Master Plans, Feasibility Studies, Reports, Projects

The airport of Ballarat lies within the following areas and overlays:

- Special Use Zone 6 (SUZ6), which has the purpose of providing land for the airport and complementary uses.
- Airport Environs Overlay (AEO), which has the purpose of safeguarding the airport from surrounding developments, as well as protecting neighbouring communities from the impact of the airport.
- Development and Design Overlays (DDO), which has the purpose of safeguarding the airport from the encroachment of inappropriate obstacles and buildings in the surrounding environment.
- Heritage Overlay (HO), which protects the historical nature of part of the airport's assets dating back to the Second World War.
- Groundwater Quality Restricted Use Zone (GQRUZ), which was put in place in 2022 for the protection of residual groundwater contamination following an agricultural chemical spill on part of the airport site which took place in 1989.

During the Situation Analysis phase, a number of formal and informal meetings with stakeholders were held, in order to:

- Explain the purpose, objectives and benefits of an Airport STAMP.
- Document opportunities and constraints of the Airport from the perspective of primary stakeholders.
- Understand and catalogue requirements for potential new users of the Airport.
- Identify potential investment opportunities with local businesses.

The consultation activities highlighted some key themes and outcomes from the various groups from the City of Ballarat. Industry and airport users showed strong support for the airport, while the community had a mixed response to the airport, with concerns related to noise and personal amenity with overflying aircraft. All stakeholders showed support for a scheduled passenger service.

Finally, the Strengths, Weaknesses, Opportunity and Threats (SWOT) analysis provided the following major results:



- **Strengths:** Ballarat Airport is well located and its existing airside infrastructure is well suited for its future developments. The land parcels surrounding the airport boundary provide opportunities for development of aviation and non-aviation activities.
- **Weaknesses:** heritage, flora and fauna constraints will need to be addressed, before major developments could be undertaken. The airport has not historically explored sufficient revenue opportunities, together with the current runway pavement strength and noise concerns are also considered weaknesses.
- **Opportunities:** the city's continued population and economic growth could prove beneficial for the airport. Further opportunities could arise from positioning the airport as an air transport hub for Western Victoria, developing an emergency services facility, along with further commercial development.
- **Threats:** concerns related to noise and developments in areas surrounding the airports are considered as threats, together with the competition generated by surrounding existing airports.

Strategy

The dynamic and diverse population of Ballarat, as revealed through demographic profiling and trends, underscores the need for strategic alignment of airport services with evolving community needs. As a vital infrastructure component, the airport must be attuned to the nuances of population growth, age distribution, income levels, and shifting household profiles. As economic development continues to attract residents, there is a foreseeable uptick in the demand for efficient travel connections.

Ballarat's strategic location is pivotal in shaping its economic landscape, positioning it as a key player in the state's economic development. The city's proactive approach to fostering growth, coupled with its emphasis on emerging sectors, sets the stage for future economic prosperity. The potential for passenger services at Ballarat Airport aligns with these growth trajectories, presenting a logical and strategic step in reinforcing the city's commitment to sustainable economic development. The airport, strategically positioned, is poised to provide essential services and facilities that cater to the evolving needs of the Ballarat community and businesses, thereby contributing to the overall connectivity and accessibility that define Ballarat's economic landscape.

In evaluating the tourism trends in Ballarat and exploring opportunities to enhance the airport's role as a tourism gateway, several key insights have emerged. The region has demonstrated resilience and growth in its tourism industry, particularly in domestic day trips. The appeal of Ballarat is underscored by its consistent growth in intrastate visitors, indicating popularity among local travellers. Strategies to further boost domestic and, in particular, interstate tourism could contribute to sustained growth in the tourism sector. The success of regions in transitioning day trips to more lucrative overnight stays relies heavily on crucial infrastructure enhancements. A noteworthy initiative is the potential introduction of a passenger service at Ballarat Airport. The evidence indicates that regional aviation impacts on the local economy and, in particular, the earnings of local residents.

Connectivity and accessibility play a crucial role in Ballarat Airport's strategic positioning. Leveraging existing transportation networks and engaging with future infrastructure developments can position the airport as a central element in the region's economic and commercial activities. Enhancing connectivity by way of

Ballarat Airport Strategy and Master Plan 2024



passenger and/or freight services would significantly contribute to overall growth and development in Ballarat and its surrounding areas.

Ballarat is a city marked by substantial population growth, with an opportunity to strategically position its underutilised airport asset. As one of few Australian localities without airline connections, Ballarat makes a compelling case for exploring airport development to facilitate passenger services, potentially emerging as a regional aviation hub. By leveraging its large catchment area, Ballarat can foster connectivity, drive economic development, and play a more prominent role within the broader regional aviation landscape. Opportunities may arise from technological advancements, highlighting the need for the airport to align with such progress and position itself strategically. Adapting to emerging trends, fostering innovation, and adopting sustainability goals will be pivotal for Ballarat Airport's success in a dynamic and evolving regional aviation environment. Examining specific trends, like the potential shift towards Advanced Air Mobility (AAM) services and the electrification of small fixed-wing aircraft, indicates a changing landscape that could impact the decision-making process for Ballarat Airport.

A Multi-Criteria Assessment (MCA) was undertaken to identify and prioritise initiatives that align with strategic objectives and offer the greatest potential for success and positive impact. The assessment reveals a diverse array of possibilities, each with unique strengths and considerations. Prioritisation and decision-making should align with the vision for the airport, operational requirements, and commitment to safety, security, and community engagement. Thriving regional aviation hubs, exemplified by the growth in larger regional airports, emphasise the potential for sustainable models that serve regional catchments and attract aviation-related industries. The introduction of new routes should see increased connectivity and competition, highlighting the evolving dynamics in the regional aviation sector.

The following development initiatives have received the highest scores in the MCA evaluation:

- Terminal Building
- Light Industrial Units/Land
- Hangar Space for Private and Commercial Aircraft
- Short-Term Accommodation Catering to Airport Users
- Emerging Aviation Technologies
- Aircraft Maintenance and Repair Facilities
- Taxi/Shuttle/Public Transport Services.

The following strategic holistic recommendations have been drawn for the STAMP:

- **Strategic Integration with Local Trends.** Support business, tourism and align with economic demand
- **Flexibility for Emerging Industries.** The airport should be positioned as a versatile hub that can adapt to the changing needs of industry
- **Promoting Sustainable Practices.** Consider energy-efficient infrastructure, transportation options and findings of environmental and heritage studies
- **Strategic Positioning as a Regional Hub.** Ensure Ballarat Airport is not just as a local facility but a vital regional hub
- **Continuous Monitoring and Adaptation.** Establish mechanisms to ensure the airport remains responsive to evolving economic, social, and industry dynamics.

Ballarat Airport Strategy and Master Plan 2024



Master Plan

The design aircraft which has been considered for the development of the Master Plan is the Bombardier Dash 8 Q 400 (ICAO Code 3C). However, occasional operations of larger aircraft, such as the Boeing 737 or Airbus A320 could also be envisioned for the airport. The strength of the runways and taxiways, in their current state, is not sufficient to allow for the regular service of RPT flights.

The airport is currently not security controlled, and features a small terminal building which, however, is not suited to host RPT services in its current state.

Land Use Plan

The land use plan contained in the Master Plan assists in planning for the future use of the airport land and is based on the previous Master Plan, stakeholder consultation and further analysis. There are six (6) precincts identified for Ballarat Airport for future planning purposes:

- **Airfield (AF).** This is the most critical precinct of the airport and includes the runways and adjacent land.
- **Airport Core (AC).** This precinct encompasses all the core aviation business and support facilities.
- **Southern General Aviation Precinct Expansion (GAE).** This precinct encompasses land that is ideal for the expansion of GA activities and involves the development of hangars, aprons, taxiways, a Code A taxiway and utilities.
- **Future Passenger Terminal and Apron Area (FPT).** This precinct is reserved for the development of the facilities required to accommodate RPT services. It involves a terminal building, carpark, Code C taxiways and an apron area that can accommodate two Code C aircraft.
- **North-West Development Precinct (NW).** In this precinct the grass Runway 13/31 will be decommissioned, to allow for light industrial and some aviation-related development on the site.
- **BWEZ Aviation Interface (AI).** For this precinct there is a possible opportunity for this site to be used as an emergency service hub or interim passenger service terminal.

Facilities Development Plan

Drawing on the above research and insights, the following 10 potential projects have been identified:

1. **Upgrading of existing 1,250 metre section of Runway 18/36**

The existing 1,250 metre section of the recently extended Runway 18/36 at Ballarat Airport is at the end of its operational life and requires upgrading and improvement in its strength rating.

2. **Refurbishment of existing aircraft apron and airport terminal building**

In order to allow for the provisioning of Regular Passenger Transport (RPT) flights, the need may arise for the refurbishment of the existing airport terminal building, as well as the existing aircraft apron, in advance of construction of a new terminal and apron area.

3. **Development of north-west airport precinct**

This project involves the decommissioning of the existing grass runway, together with the development of a general aviation apron, the provision of a potential apron for Code C aircraft, as well as the creation of lots to be sold for the future development of light industrial units.



4. Remediation and development of southern general aviation precinct

Between the southern apron and the existing Airport Road there is an unused area of land which, given its position, has potential to be utilised as an expansion to the general aviation facilities. The development would involve aircraft hangars, aprons, roads and related facilities.

5. Airport security upgrade

The planned work involves the improvement of the airport security, upgrading the airport to either Tier 2 or Tier 3 status, in preparation for the commencement of scheduled airlines services.

6. Construction of airport terminal, car park and apron area

In order to facilitate RPT services to and from Ballarat Airport, a new terminal building, together with an aircraft apron, car parking and other support facilities would be required, in the designated area in the southern part of the airport, to the west of the threshold of Runway 36.

7. Development of a heritage precinct

A site, located close to the existing Bellman hangars and with direct apron access, currently houses dilapidated WW2 era huts that are not habitable and require repair. This site, among others, could potentially be used to celebrate the airport's (and Australian aviation) history.

8. Construction of a Category C taxiway from Taxiway A to Runway 18 threshold

Currently, neither Runway 18/36, nor Runway 05/23 have a parallel taxiway. Hence, one of the planned infrastructure works would be the development of a new taxiway for aircraft up to Code C, which would run parallel to Runway 18/36, from taxiway Alpha to the threshold of Runway 18.

9. Services infrastructure upgrades

With aging infrastructure and increasing demand at the airport, the existing utility services will require upgrading over time.

10. Runway 18/36 starter extension

The runway cannot be extended further to the south, due to the slope of the terrain. Hence, a potential extension towards the north could be feasible. As a preliminary estimate, an extension of up to 150 m could be built on the north side of the airport.

Airport safeguarding plan

The ability of an airport to function effectively is closely tied to the land use surrounding it. Structures encroaching into flight paths can severely restrict airport operations and impact safety. However other developments also impact an airport's operation and safety. Balancing these competing interests is a complex task for airport planners and policymakers.

The National Airports Safeguarding Framework (NASF) highlights the principles and guidelines to protect airport operations in Australia. This is further supported by the Australian Airports Association's (AAA) Planning Around Airports – Safeguarding into the Future which aids airport operators and planning authorities on how to implement the NASF guidelines.

The following considerations have been drawn, following the NASF Guidelines:

- **Managing Aircraft Noise**

The Ballarat Planning Scheme has the Airport Environs Overlay (AEO) which applies to the airport site and surrounding land determined by the Australian Noise Exposure Forecast (ANEF). ANEF contours are based on the average daily noise exposure levels over a one-year period and take into account a range of factors, including noise intensity, duration and aircraft movements. It is important to update



AEO 1 and AEO 2 to reflect any changes of the ANEF. The number above, or 'N' contours for the airport are decibel measurements that indicate daily potential noise exposure for an area. These contours show a significantly larger impact compared to the ANEF contour that Council needs to consider when determining land uses around the airport, as per Victorian state policy.

- **Protection of Airspace**

The OLS restrictions are incorporated into the Ballarat Planning Scheme through the Design and Development Overlay control. DDO17 and DDO18 are based on a previous OLS chart and the existing runway lengths and therefore need to be updated to take account of the extension to Runway 18/36 (to 1,800m). The planning scheme controls should be based on the extended runway.

- **Other NASF Matters**

Whilst aircraft noise and airspace protection are the two most critical airport safeguarding matters, the assessment of land use and development proposals around Ballarat Airport must consider all of the NASF guideline matters, in accordance with Clause 18.02-7S: Airports and Airfields of the Ballarat Planning Scheme.

- **Planning Policies and Controls**

Following the adoption of this Master Plan a Planning Scheme Amendment is recommended to:

- Update the Special Use Zone to account for the additional land for the RPT precinct.
- Update the extent of the Airport Environs Overlay having regard to the new ANEF.
- Update Development and Design Overlay to reflect updated OLS chart.

Implementation Plan

This STAMP serves as a strategic tool, offering the Council a clear direction and framework for future planning and development of Ballarat Airport. It aims to provide the Council with planning objectives over the next 20 years to protect and align the airport as an important infrastructure asset for the Council and the wider community.

The scheduling and execution of proposed upgrades at Ballarat Airport depends upon various factors including funding opportunities, demand indicators, market conditions, commercial discussions, and regulatory approvals. Collaboration with aviation stakeholders and other key stakeholders is crucial to determine priorities. Some projects will require further analysis through the development of a detailed business case to understand the projects' benefits.

Regular Master Plan reviews every five years, will enable the Council to evaluate project priorities, ensuring alignment with evolving forecasts and development needs.

The evaluation of commercial opportunities at Ballarat Airport has highlighted a diverse array of possibilities for revenue generation and economic development. By strategically aligning each opportunity with the airport's goals and operational requirements, the City can maximise the potential of the airport master plan while ensuring long-term sustainability.

To realise this vision, a multifaceted approach encompassing roles of facilitator, investor, and strategist/marketer is recommended. By actively cultivating partnerships, strategic investments, and long-term planning, the council can drive sustainable growth and maximise community benefits.

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Strategically assessing pathways for sustainable growth and additional revenue generation leading to financial viability is crucial for the realisation of the Master Plan. By embracing a balanced approach that combines elements of public-private partnerships, joint ventures, and private developer collaborations, Ballarat Airport can position itself for resilient development in the years to come.

Furthermore, adopting a diversified revenue model that leverages aircraft movements, land sales, lease agreements, operator agreements, and concession agreements can enhance revenue generation and support sustainable growth. By capitalising on additional revenue-generating opportunities Ballarat Airport can strengthen its financial position and support its long-term growth objectives.



1. Introduction

Ballarat Airport is a Certified Aerodrome owned and operated by the City of Ballarat. The airport is an important community asset for the City which must be carefully managed to ensure that Ballarat and the region continue to benefit from its existence well into the future. The airport provides opportunities for improved connections for the community, commercial diversification and synergies with uses on adjacent land, which will have tangible economic benefits for the region. To this end, the City of Ballarat has prepared this Strategy and Master Plan (STAMP) for the airport.

1.1. Purpose and Objectives of the STAMP

The purpose of the STAMP is to provide the City of Ballarat with a strategic planning document that will set out the potential role and uses of the airport and explore future opportunities for growth.

In keeping with the vision the Council has for the airport, the STAMP is to:

- Consider the role of the airport in the context of a rapidly growing Ballarat population, the City's location as a gateway for Western Victoria and in contemplation of its future connections with other economic and transport hubs.
- Identify commercial opportunities and key development projects to be completed to enhance the airport's financial return which are also likely to increase the economic and social benefits the airport provides to the region and its population.
- Support the Council in ensuring the airport in the future is managed through an effective corporate governance model that maintains operational safety as a core principle while seeking to achieve a financial return on Council's investment.

The key objectives of the Strategy Plan component of the STAMP are to:

- Provide an overview of regional aviation in Australia and its recent developments and trends which may influence decision making around the role of the airport.
- Present a pathway to commercialisation that envisages the airport as a key transport infrastructure asset for the region and a training/operational facility for general aviation and emergency services.
- Advise on revenue models designed to increase the financial return of the airport covering areas such as property leases, hangarage, aircraft parking and user fees.
- Consider business and government agencies that may have an interest in contributing to the development of the airport for their own or joint aviation activities (e.g. Emergency Management Victoria).
- Identify the externalities from which the region will benefit through enhanced airport capability (including the commencement of scheduled passenger services) impacting the:
 - visitor economy
 - business and manufacturing sectors
 - health services
 - emergency services
 - educational and training institutions.



The key objectives of the Master Plan component of the STAMP are to:

- Review the current use of land at the airport and propose development alternatives to create defined precincts allowing for increased aviation activity and revenue.
- Propose appropriate new commercial aviation uses of the airport site along with estimated development costs required to accommodate such use.
- Recommend and provide indicative costings for airport infrastructure upgrades and development opportunities (including the potential construction of a passenger terminal) to increase the airport’s capacity to produce economic growth.
- Estimate the cost of upgrading the airport to a security-controlled airport.
- Inform planning controls to accurately reflect the current approved Australian Noise Exposure Forecast.
- Identify significant barriers to meeting the objectives in either the Strategic or Master Plan components.

1.2. Methodology

The overarching planning process and methodology used to prepare the STAMP generally adopted the framework and template set out in the Australian Airports Association’s *Regional Airport Master Planning Guideline*, whilst also having regard to the requirements of the Council’s project brief.



The process also considered and built on the previous Ballarat Airport Master Plan developed in 2013.

The high-level approach is summarised in Figure 1 below:

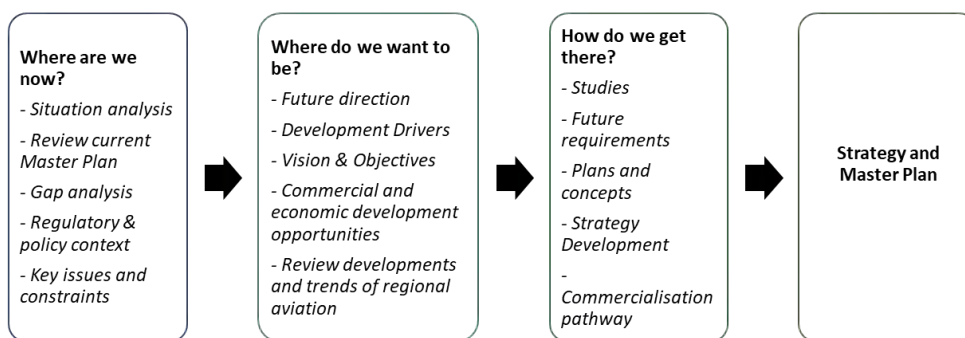


Figure 1: Strategy and Master Plan Overarching Process

Using this basic strategic planning process, the project was undertaken in seven stages, summarised in Table 1 below.

**Table 1: Methodology Stages and Tasks**

Stage 1: Project Inception
Project Inception Meeting
Site Inspection
Consultation Plan
Stage 2: Situation Analysis
Review Existing Conditions, Background and Context
Community and Stakeholder Consultation
SWOT Analysis
Situation Analysis Report
Stage 3: Future Direction
Commercial and Economic Development Opportunities
Potential for Scheduled Passenger and Freight Services
Activity Forecast
Vision and Objectives
Stage 4: Strategic Plan Preparation
Preparation of Strategic Plan
Commercialisation Pathway
PWG Review
Stage 5: Master Plan Preparation
Airport Land Use Plan
Facilities Development Plan
Airport Safeguarding Plan
Implementation Plan
Indicative Costings
Stage 6: Draft STAMP
Draft STAMP Preparation
Summary Statement
PWG Review
Councillor Briefing
Public Exhibition of Draft STAMP
Stage 7: Final STAMP
Finalise STAMP
Council Adoption

1.3. Report Structure

The Ballarat STAMP includes three parts as set out below:

Part A: Situation Analysis

A Situation Analysis report was prepared during Stage 2 of the STAMP process to understand the current state of Ballarat Airport. The report informed the decisions made in the later stages of the STAMP process. The content of that report forms Part A and gives background and context surrounding the airport and its current state.

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Part B: Strategic Plan

The Strategic Plan sets out the strategic direction for Ballarat Airport based on economic and commercial insights and opportunities. It includes a strategic vision and objectives for the airport.

Part C: Master Plan

The Master Plan sets out the future planning framework for Ballarat Airport and highlights key development activities to enhance and safeguard the airport for the future. It includes a Land Use Plan, a Facilities Development Plan, an Airport Safeguarding Plan and an Implementation Plan.



PART A: SITUATION ANALYSIS

2. Master Plan Context

2.1. Historical Context

Ballarat Airport was constructed in 1940 as a Royal Australian Air Force (RAAF) Base for training Wireless Air Gunners under the Empire Air Training Scheme (EATS). This Scheme was established by the British with Canada, Australia, and New Zealand to rapidly train air crews for the British Bomber Command, including navigators, wireless operators, air gunners and pilots. The Wireless Air Gunners School was officially dissolved in January 1946. The RAAF continued to operate the aerodrome until 1961 when it became the property of the City of Ballarat.

The airport initially had three runways, with two in use now and the third runway not in service since 1953. The main north-south runway (18/36) was originally 1,800 metres in length which was later shortened by 570 metres at its southern end in the late 1980s to lower maintenance costs. This section of the main runway has recently been reinstated, jointly funded with \$3.8 million from the Australian Government via its Regional Airports Program, and the City of Ballarat (\$5 million).

The first Master Plan for the Ballarat Airport was completed in 2005. Since then, there have been several developments at the airport, including upgrades of the infrastructure, construction of additional hangars and a parallel taxiway providing access to the southern end of the main runway and establishment of a major commercial flying school. The commencement of the flying school saw a significant increase in aircraft movements at the airport compared to the level of activity prior to its commencement.

The most recent and current Master Plan 2013 - 2033, was completed in 2014. A key element of this Master Plan relates to the extension of Runway 18/36 to the south by 555m, which was a recommendation from the previous 2004-2014 Master Plan. This also spoke about the need to have a planning framework for the safe, secure, efficient, and sustainable use and development of the airport site, as well as how to accommodate the future growth and expansion in the General Aviation sector. The City of Ballarat undertook a review of the compliance and governance of the airport following recommendations from the 2013 Master Plan to ensure maximum performance of the airport.

Based on the recommendation provided in the 2013 Master Plan to review the plan at five yearly intervals and considering the recent works and updates in the current planning for the airport, it is timely to produce a new Strategy and Master Plan (STAMP) for the airport.

2.2. Regulatory Context

This section discusses the regulatory framework Ballarat must consider when planning for the future of the airport.

2.2.1 Civil Aviation Safety Authority (CASA)

CASA is the authority responsible for the implementation and enforcement of safety regulations for civil aviation operations in Australia. Their authority is derived under the Civil Aviation Act 1988 and promulgated through the Civil Aviation Regulations 1988 (CAR) and the Civil Aviation Safety Regulations 1998 (CASR).

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CASA, through Part 139 of the Civil Aviation Safety Regulations, issues directives for aerodrome operators to ensure technical standards are met and aircraft operations are undertaken safely at certified aerodromes. Ballarat Airport is a certified aerodrome under the CASR.

Further, the Part 139 Manual of Standards (Aerodromes), published by CASA, is made under Part 139 of the CASR, and sets out detailed standards and operating procedures for certified aerodromes used in air transport. The manual provides rules, mandatory standards, and procedures relating to the planning, design, and operation of certified aerodromes (Part 139 MoS can be located here - MOS 139 Aerodromes). In addition, CASA develops and publishes advisory circulars that aid aerodrome operators to implement specific standards/good practices to ensure safety in their aerodromes.

Ballarat Airport Infrastructure – MoS Compliance

The current MOS 139 came into force in 2020. As a result, some aspects of Ballarat Airport's infrastructure were grandfathered under previous CASA provisions when the required standards were changed in the new MOS 139. Such facilities are listed in the Aerodrome Manual as follows:

Facility (grandfathered)	Description of non-compliance
Runway strip	Not extended to 280m

Further Technical Standards

In addition to MOS 139, other parts of CASR apply, and CASA conducts periodic inspections (surveillances) to ensure airport and aircraft operators meet their regulatory responsibilities under:

- CASR Part 139 – Aerodromes
- CASR Part 175 – Aeronautical information management
- CASR Part 173 – Instrument flight procedure design

CASA also guides aerodrome operators to comply with regulations through several advisory circulars including:

- AC 139.A-03 Application of aerodrome standards
- AC 139.A-02 Aerodrome and aircraft compatibility
- AC 139.C-01 Aerodrome manual
- AC 139.C-03 Serviceability inspections
- AC 139.C-04 Aerodrome technical inspections and aerodrome manual validations
- AC 139.C-07 Strength rating of aerodrome pavements
- AC 139.C-09 Visual aids, markings, signals and signs
- AC 139.C-11 Commissioning of aerodrome lighting systems
- AC 139.C-13 Apron safety management
- AC 139.C-14 Airside vehicle control
- AC 139.C-16 Wildlife hazard management
- AC 139.C-18 Aerodrome emergency planning
- AC 139.C-22 Runway safety teams
- AC 139.C-26 Safety management system for aerodromes – under development
- AC 139.C-27 Risk management plans for aerodromes
- AC 139-19 All-weather operations at aerodromes

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2.2.2 Airservices Australia (Airservices)

Airservices has responsibility for the management of airspace and air traffic, and to provide Australia's network of aviation users with facilities for aircraft navigation, communication, and surveillance.

Airservices provides Air Traffic Management (ATM) services for the safe and efficient management of Australia's skies, comprising 11 per cent of the world's airspace.

In addition, Airservices Australia also has responsibility for Aeronautical Information Management (AIM) as per Part 175 of the CASR. As an aeronautical information service provider, they work collaboratively with industry to provide quality data and information to be used in air navigation. Hence, aerodrome operators must constantly update Airservices with aerodrome related information for publication in the Aeronautical Information Package (AIP).

An AIP consists of a package of documents which provides all operational information necessary for the safe and efficient conduct of air navigation. As part of the AIP, Airservices also maintain and publish Enroute Supplement Australia (ERSA), which contains vital aerodrome information necessary for planning and executing a flight. Further, Airservices also publish various charts including aerodrome and procedure charts, enroute charts, terminal area charts and visual navigation charts.

Apart from the ATM and AIM services, Airservices Australia also provide Aviation Rescue and Fire Fighting services at 27 airports across Australia.

The current page within the AIP-ERSA for Ballarat Airport is shown in Figure 2 below.

Local governments are encouraged to seek advice from Airservices on any development that has the potential to impact an aviation facility's sensitive areas such as landing and navigational areas.



AIP Australia
30 NOV 2023
FAC YBLT - 1

BALLARAT
AVFAX CODE 3011

ELEV 1433

VIC 373042S 1434728E UTC +10 YBLT
 AD OPR City of Ballarat, Sturt Street, Ballarat, VIC, 3350. PH 03 5320 5881. Fax 03 5320 5822. VAR 11 DEG E CERT

REMARKS

- AD restricted to ACFT BLW 5,700KG.
- ACFT ABV 5,700KG and/or 450kPa tyre pressure must contact AD OPR for approval - Phone 0409 869 368 or 0418 137 784.
- Ballarat is a high density Training Aerodrome.

HANDLING SERVICES AND FACILITIES

BP: Ballarat Aviation Group: 2300-0730 UTC DLY. 2 HR PN, Phone 0438 508 576. Call-out fee \$40. Credit cards and BP Carnet (H24) AVBL. AVGAS, O125.
 Field Air: Phone 03 5330 9330, Fax 03 5330 9333, AH 0428 518 344. Credit card (MC and VISA only) AVBL (H24). JET A1 facility located W of TWY B.

APRONS AND TAXIWAYS

TWY D MAX wing span 15M (Code A).

AERODROME OBSTACLES

- Towers 1,675FT AMSL, 3,450M SSW of ARP.
- RWY 05 S side transitional SFC infringed by tower and aerial.

METEOROLOGICAL INFORMATION PROVIDED

- TAF CAT C, METAR/SPECI.
- AWIS Phone 03 8470 3202 - Report faults to BoM.
- AWIS FREQ 134.05 (requires one-second pulse to activate) - Report faults to AD OPR.

PHYSICAL CHARACTERISTICS

05/23	051	42a	PCN 6 /F /B /450 (65PSI) /U	WID 30	RWS 90
13/31	124	19c	Unrated. Grass	WID 30	RWS 90
18/36	178	41a	PCN 6 /F /B /450 (65PSI) /U	WID 30	RWS 150

AERODROME AND APPROACH LIGHTING

RWY 05/23	PTBL				BY PRIOR ARRANGEMENT
RWY 18/36	LIRL(1)	AFRU+PAL 127.75			
RWY 18	PAPI(2)	AFRU+PAL 127.75	3.0 DEG	29.5FT	
RWY 36	PAPI(3)	AFRU+PAL 127.75	3.0 DEG	29.5FT	

(1) HN.
 (2) Right side.
 (3) Left side.
 RWY edge light spacing: 18/36: 60M.

OTHER LIGHTING

TWY LGT: Blue edge.

ATS AND AERODROME COMMUNICATION FACILITIES

FIA MELBOURNE CENTRE 126.8 2000FT

LOCAL TRAFFIC REGULATIONS

- Circuit training not permitted BTN 2300-0600 Local.
- Glider OPS HJ WI RWS. 200M displaced THR will be placed when gliding OPS are RWS 18/36 or RWS 05/23.
- RWY gradients may inhibit visibility from all thresholds and pilots must confirm that both RWYs are clear before landing or takeoff.
- Visiting ACFT are not to conduct circuit training at any time.

Information may be continued on the next page: PTO

Figure 2: Ballarat Airport AIP-ERSA Page



2.2.3 Planning and Environment Act 1987 (Vic)

The Planning and Environment Act 1987 (PE Act) serves as the foundation for regulating land use, development, and land protection in Victoria. The objectives of the planning framework established by this Act are:

- to ensure sound, strategic planning and coordinated action at State, regional and municipal levels;
- to establish a system of planning schemes based on municipal districts to be the principal way of setting out objectives, policies and controls for the use, development and protection of land;
- to enable land use and development planning and policy to be easily integrated with environmental, social, economic, conservation and resource management policies at State, regional and municipal levels;
- to ensure that the effects on the environment are considered and provide for explicit consideration of social and economic effects when decisions are made about the use and development of land;
- to facilitate development which achieves the objectives of planning in Victoria and planning objectives set up in planning schemes;
- to provide for a single authority to issue permits for land use or development and related matters, and to co-ordinate the issue of permits with related approvals;
- to encourage the achievement of planning objectives through positive actions by responsible authorities and planning authorities;
- to establish a clear procedure for amending planning schemes, with appropriate public participation in decision making;
- to ensure that those affected by proposals for the use, development or protection of land or changes in planning policy or requirements receive appropriate notice;
- to provide an accessible process for just and timely review of decisions without unnecessary formality;
- to provide for effective enforcement procedures to achieve compliance with planning schemes, permits and agreements; and
- to provide compensation when land is set aside for public purposes and in other circumstances.

The PE Act provides for a single instrument of planning control for each municipality, the planning scheme, which sets out the way land may be used or developed. The planning scheme is a legal document, prepared and approved under the PE Act. It contains state and local planning policies, zones and overlays and other provisions that affect how land can be used and developed.

Planning schemes contain the policies and provisions that control land use and development and apply to all private and public land in Victoria.

2.2.4 Ballarat Planning Scheme

The Ballarat Planning Scheme encompasses policies and provisions designed to regulate land use and development in the City of Ballarat. The scheme consists of an ordinance, which comprises written policies and clauses, and maps that illustrate the specific locations where zones and overlays are applicable within the designated planning scheme area.



2.2.4.1 Clause 18.02-7S: Airports and Airfields

The planning scheme includes clauses that provides guidance to different aspects land use planning within Ballarat in accordance with Victoria state’s objectives for land use. Clause 18.02-7S provides general objectives and strategies for airports and airfields in Victoria, to guide their siting and expansion, and safeguard their ongoing, safe and efficient operations.

The broad strategies that the planning document provides for airports and airfields include:

- Protect airports and airfields from incompatible land use and development.
- Prevent land use or development that poses risks to the safety or efficiency of an airport or airfield, including any of the following risks:
 - Building-generated windshear and turbulence.
 - Increased risk of wildlife strike.
 - Pilot distraction from lighting.
 - Intrusion into protected airspace.
 - Interference with communication, navigation and surveillance facilities.
 - Increased risk to public safety at the end of runways.
- Minimise the detrimental effects of aircraft noise when planning for areas around airports and airfields.
- Limit the intensification of noise-sensitive land uses.
- Avoid zoning, overlay changes or implement measures to reduce noise impact where land use is within the following ‘number above’ contours (N-contours):
 - 20 or more daily events greater than 70 dB(A).
 - 50 or more daily events of greater than 65 dB(A).
 - 100 or more daily events greater than 60 dB(A).
 - 6 events or more between the hours of 11pm to 6am greater than 60 dB(A).
- Ensure land use and development at airports complements the role of the airport.
- Plan for areas around airports and airfields so that land use or development does not prejudice future airport or airfield operations or expansions in accordance with an approved strategy or master plan for that airport or airfield.
- Ensure that in the planning of airports and airfields, land use decisions are integrated, appropriate land use buffers are in place and provision is made for associated businesses that service airports.
- Plan the visual amenity and impact of any land use or development on the approaches to an airport or airfield to be consistent with the status of the airport or airfield.

2.2.4.2 Special Use Zone 6

Ballarat Airport is zoned Special Use Zone 6 – Ballarat Airfield (SUZ6) under the Ballarat Planning Scheme. The purpose of the zone is to:

- To provide for the use of land for the purpose of an airport and complementary uses.

Under the provisions of the SUZ6, ‘Airport’ and ‘Helicopter’ are section 1 permit not required uses. Section 2 permit required uses include ‘Industry’, ‘Office’ and ‘Any other use not in Section 1 or 3’. There are five Section 3 prohibited uses: ‘Accommodation’, ‘Childcare centre’, ‘Education centre (other than Employment Training Centre)’, ‘Place of assembly’ and ‘Retail premises’.



Figure 3: Special Use Zone: SUZ6 - Ballarat Airfield

2.2.4.3 Airport Environs Overlay

Ballarat Airport also has an Airport Environs Overlay (AEO) which has the following purpose:

- To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To identify areas which are or will be subject to high levels of aircraft noise, including areas where the use of land for uses sensitive to aircraft noise will need to be restricted.
- To ensure that land use and development are compatible with the operation of airports in accordance with the appropriate airport strategy or master plan and with safe air navigation for aircraft approaching and departing the airfield.
- To assist in shielding people from the impact of aircraft noise by requiring appropriate noise attenuation measures in new dwellings and other noise sensitive buildings.
- To limit the number of people residing in the area or likely to be subject to significant levels of aircraft noise.

There are two schedules to the AEO with different land use controls.

Schedule 1 (AEO1) is the inner overlay and has more restrictive controls. Despite the provisions of the zone, land affected by the AEO1 must not be used for any of the following: 'Accommodation (other than Dwelling, Host farm, Residential hotel and Small second dwelling)', 'Drive-in theatre', 'Education centre' and 'Hospital'. A permit is required for a range of other noise sensitive land uses.



Schedule 2 (AEO2) is the outer overlay. The provisions of this schedule specify that an application to use land for certain noise sensitive ‘must be referred to the airport owner under Section 55 of the Act unless, in the opinion of the responsible authority, the proposal satisfies requirements or conditions previously agreed in writing between the responsible authority and the airport owner’.



Figure 4: Airport Environs Overlays: AEO1 and AEO2

2.2.4.4 Design and Development Overlays

Ballarat Airport also has two Design and Development Overlays, DDO17 - Building height above 5 metres and DDO18 - Building height above 15 metres, which have the following design objectives:

- To ensure that flight paths associated with the Ballarat Airfield are protected from the encroachment of inappropriate obstacles to enable the safe and effective operation of the Airfield.
- To ensure that all buildings avoid creating a hazard to aircraft in the vicinity of the Ballarat Airfield in order to facilitate safe aircraft operations.



Under DDO17 and DDO18 a permit is required to construct a building and carry out works that are greater than the specified building height.



Figure 5: Design and Development Overlays: DDO17 and DDO18

2.2.4.5 Heritage Overlay

The Heritage Overlay, HO190 – Former Ballarat RAAF Base also applies to the airport site. The purpose of the Heritage Overlay is follows:

- To implement the Municipal Planning Strategy and the Planning Policy Framework.
- To conserve and enhance heritage places of natural or cultural significance.
- To conserve and enhance those elements which contribute to the significance of heritage places.
- To ensure that development does not adversely affect the significance of heritage places.
- To conserve specified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.

Under the provisions of the Heritage Overlay, a permit is required for a wide range of works, including but not limited to:

- Subdivide land.
- Demolish or remove a building.
- Construct a building or construct or carry out works.
- Externally alter a building by structural work, rendering, sandblasting or in any other way.

Ballarat Airport Strategy and Master Plan 2024



- Construct or display a sign.
- Carry out works, repairs and routine maintenance which change the appearance of a heritage place or which are not undertaken to the same details, specifications and materials.

A heritage place which is included in the Victorian Heritage Register is subject to the requirements of the Heritage Act 2017. Ballarat Airport is included in the Victorian Heritage Register (discussed further in Section 7 of this report). Under Clause 43.01-3 no permit is required to “develop a heritage place which is included in the Victorian Heritage Register, other than an application to subdivide a heritage place of which all or part is included in the Victorian Heritage Register.”



Figure 6: Heritage Overlay: HO190 - Former Ballarat RAAF Base

2.2.5 Environment Protection and Biodiversity Conservation Act 1999 (Cth)

The Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) provides a legal framework to protect and manage nationally and internationally significant flora, fauna ecological communities and heritage places. It is administered by the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW).

The EPBC Act aims to:

- protect the environment, especially protected matters
- conserve our biodiversity - the variety of all life forms in Australia
- protect and manage our important natural and cultural places

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- assess the environmental impact of projects, and decide whether to approve them
- control how plants and animals, including specimens and products, move in and out of Australia
- promote ecologically sustainable development through careful use of our natural resources
- appreciate the role of Indigenous peoples in protecting and sustainably using the environment
- promote using Indigenous peoples' knowledge, with their permission and cooperation.

The EPBC Act refers to the living things (including plants and animals), habitats and places that need protecting as 'matters of national environmental significance'. There are nine of these:

- World Heritage areas
- Commonwealth Heritage places
- wetlands of international importance (listed under the Ramsar Convention)
- listed threatened species and listed ecological communities
- listed migratory species (protected under international agreements)
- Commonwealth marine areas
- Great Barrier Reef Marine Park
- nuclear actions (including uranium mines)
- water resources (relating to coal seam gas development and large coal mining development).

A project (also called 'an action') that has an impact on protected matters, is a controlled action under the EPBC Act. The Act governs the referral and assessment process for controlled actions. Flora and fauna on the airport site is discussed further in Section 7.1 of this report.

2.2.6 Heritage Act 2017 (Vic)

Since the Ballarat Airport site is on the Victorian Heritage Register, all new buildings and works on the airport site will generally require a Heritage Permit from Heritage Victoria under Part 5 of the Heritage Act 2017.

2.2.7 Local Government Act 2020 (Vic)

As a Council owned and operated asset, Ballarat Airport is subject to the requirements of the Local Government Act 2020. This applies to the sale, lease, transfer exchange and use of land. Council must operate in accordance with the Local Government Act.

2.3. Policies and Studies

This section details the relevant policies that influence the future use and development of Ballarat Airport. The STAMP should be consistent with the existing planning policies, strategic objectives, and guidelines relevant to the airport.

2.3.1 National Airports Safeguarding Framework (NASF)

The NASF is a national land use planning framework that aims to:

- Improve community amenity by minimising aircraft noise-sensitive developments near airports; and
- Improve safety outcomes by ensuring recognition of aviation safety requirements in land use planning decisions.

NASF was developed by the National Airports Safeguarding Advisory Group (NASAG), comprising Commonwealth, State and Territory Government planning and transport officials, the Australian Government

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Department of Defence, the Civil Aviation Safety Authority, Airservices Australia, and the Australian Local Government Association.

NASF was agreed to by Commonwealth, State and Territory Ministers at the Standing Council on Transport and Infrastructure (SCOTI) meeting on 18 May 2012. The agreement represented a collective commitment from Governments to ensure that an appropriate balance is maintained between the social, economic, and environmental needs of the community and the effective use of airport sites. The Framework applies at all airports in Australia and affects planning and development around airports, including development activity that might penetrate operational airspace and/or affect navigational procedures for aircraft. Pursuant to the SCOTI agreement, it is the responsibility of each jurisdiction to implement the Framework into their respective planning systems.

In October 2015 the Victorian Government approved Amendment VC128 which introduced the consideration of NASF into the Planning Policy Framework in Clause 18.02-7S: Airports and Airfields.

NASF is comprised of a set of seven principles and nine guidelines. The NASF principles are:

- Principle 1 – The safety, efficiency and operational integrity of airports should be protected by all governments, recognising their economic, defence and social significance
- Principle 2 – Airports, governments and local communities should share responsibility to ensure that airport planning is integrated with local and regional planning
- Principle 3 – Governments at all levels should align land use planning and building requirements in the vicinity of airports
- Principle 4 – Land use planning processes should balance and protect both airport/aviation operations and community safety and amenity expectations
- Principle 5 – Governments will protect operational airspace around airports in the interests of both aviation and community safety
- Principle 6 – Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures
- Principle 7 – Airports should work with governments to provide comprehensive and understandable information to local communities on their operations concerning noise impacts and airspace requirements.

The nine guidelines are:

- Guideline A – Measures for Managing Impacts of Aircraft Noise
- Guideline B – Managing the Risk of Building Generated Windshear and Turbulence at Airports
- Guideline C – Managing the Risk of Wildlife Strikes in the Vicinity of Airports
- Guideline D – Managing the Risk of Wind Turbine Farms as Physical Obstacles to Air Navigation
- Guideline E – Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports
- Guideline F – Managing the Risk of Intrusions into the Protected Airspace of Airports
- Guideline G – Protecting Aviation Facilities – Communication, Navigation and Surveillance
- Guideline H – Protecting Strategically Important Helicopter Landing Sites
- Guideline I – Managing the Risk in Public Safety Zones at the Ends of Runways

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Copies of the full set of current guidelines can be found on the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' website at the following address:

<https://www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/aviation-safety/aviation-environmental-issues/national-airports-safeguarding-framework>

2.3.2 Ballarat Airport Master Plan 2013-2033 (May 2013)

The current Master Plan for Ballarat Airport was prepared by Kneebush Planning in 2013. The key findings from the current Master Plan are as follows:

- According to an economic evaluation done for this master plan, Ballarat Airport's existing operations directly produce \$10 million in output annually and provide 308 indirect and 90 direct full-time equivalent employment.
- The airport is an important infrastructure, economic and social asset for the City.
- Ballarat Airport has the potential to develop into a regional Victoria emergency services hub. Currently, the location supports a diverse range of beneficial activities, such as emergency services operations, community groups, recreational aviation, and aviation businesses.
- Over the past two to three years, Ballarat Airport has seen a significant rise in utilisation, mainly because of the establishment of a major commercial pilot training school and also because of the natural expansion of other operations.
- Although the airport was built more than 70 years ago and has historically been used for pilot training, it is no longer the quiet rural airport that it was for the most of its existence, dating back to the RAAF era.
- The airport's aircraft movement rate has varied over time, however it is currently very high when compared to other regional airports of a similar size.

Following on from the key findings the Master Plan made the following recommendations:

- Council supports Ballarat Airport's development if it creates jobs. That is, it must support and occasionally actively seek out airport tenants who enhance Ballarat's economy and employment base while having minimal or no adverse impact on airspace availability and aircraft noise.
- To minimise the adverse impact at Ballarat airport, the safety, aircraft noise, flight movements and operators' cost must be managed by the council.
- Based on the findings from the Ballarat Airport Economic Analysis conducted as part of the Master Plan Project, it is recommended that the City of Ballarat should not progress with a second commercial flight training facility which relies on circuit training for pilots.
- Both Ballarat and larger regional Victoria depend on the emergency services that are available at Ballarat Airport. Expansion of these emergency services at the Ballarat airport is still a strong case that is subjected to further assessment.
- The current Master Plan supported the recommendation to maintain the North-South Runway (18/36) extension suggested in the previous Master Plan (2004-2014).

2.3.3 Aviation Emergency Services Hub Prefeasibility Study (February 2015)

An Aviation Emergency Services Hub (AESH) can be defined as a centre that can manage all services and stakeholders effectively to ensure efficient and safe responses during an emergency with the capacity to accommodate any changes within the policies, equipment's or/in procedures. The prefeasibility study for an AESH at Ballarat Airport concluded that the facility would:



- Help in protecting and saving the lives of Victorians.
- Deliver priority outcomes of State and Federal emergency services strategies.
- Provide training amenities to support ongoing emergency service workforce development and integration.
- Optimise the State's aviation assets.
- Cater for LAT's as the Victorian government preferred aircrafts for bushfire responses.
- Support interoperability as a key element of state emergency management reform.
- Provide optimal emergency response time for identified Victorian fire risk landscapes.
- Promote collaboration and improved emergency response based on an all agency, all hazard approach.
- Mitigate economic impacts of emergencies in the wider region.
- Provide initial and ongoing jobs for the region.

2.3.4 Ballarat Airport Safeguarding Report (May 2018)

Council appointed Kneebush Planning to conduct an evaluation of whether the current airport safeguarding environment, which includes the current planning policies and controls applying to the airport and its surrounds, adequately protects the future development of Ballarat Airport. The aim of this assessment was to safeguard the airport over the long term, with a focus on the potential development of an Aviation Emergency Services Hub (AESH) at the airport. To do this, the study incorporated updated modelling of aircraft noise exposure and obstacle limitation surfaces that took the AESH concept into consideration.

The results of the research were presented in the report with the aim of guiding future procedures and strategic planning to effectively safeguard Ballarat Airport's development in the future. The report made a number of recommendations for enhancing the airport safeguarding framework.

2.3.5 Ballarat Airport Runway Upgrade Business Case (November 2019)

The purpose of this report was to assist Council in forming a high-level opinion in relation to the runway upgrade project and to justify project funding. Due to this, the project's main conclusions and suggestions were meant to be exploratory and high-level in nature. They were derived from a combination of desktop research, case study analysis, and stakeholder outreach.

The research confirmed that the runway upgrade project had the potential to promote better utilisation of the airport asset and generate significant financial and economic benefits, through:

- Expansion of aviation activities; and
- Commercial opportunities for Council, businesses, and airport operators.

Without major changes to the runway infrastructure, it is doubtful that the range of potential opportunities investigated in the research would materialise, as indicated by the case studies and discussions with key stakeholders. To increase the airport's sustainability and viability, the upgrading was therefore seen as an essential undertaking. However, enabling airport and business expansion involves more than just building the necessary runway infrastructure. The opportunities identified in this report would also be determined by several additional factors, including (but not limited to):

- Market demand and general aviation industry trends
- Additional infrastructure requirements, including enabling infrastructure (taxiways, aprons, etc.)

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- Government management decisions (e.g. DELWP is responsible for coordinating emergency management on a needs basis)
- The role of competing airports and understanding Ballarat's regional context
- Ability to meet administrative/legislative burdens such as inspections, maintenance, etc.

The report advised that to confirm the project's viability and measure the effects of the opportunities found, more research was necessary. It recommended that Council conduct more research and analysis, including but not limited to demand analysis, primary market research, full business case development, cost-benefit analyses, and so on, to validate the project's benefits and any other requirements.

2.3.6 Ballarat Airport Runway Upgrade Project – Scoping Advice (August 2020)

This report was intended to provide high level advice to assist in defining the overall project scope for the Runway Upgrade Project, as well as to define a logical first stage. Three main objectives for the overall Runway Upgrade Project were established in Part 1:

- Extend Runway 18/36, to the south, to an overall length of 1800m to facilitate take-off and landing for design RPT aircraft (including SAAB-340, Dash 8-300) and nominated emergency services aircraft (such as Convair CV-580).
- Strengthen Runway 18/36 to accommodate aircraft with a Maximum Take Off Weight (MTOW) of up to 20,000kg.
- Facilitate the runway upgrade by undertaking activities such as realignment of the airport access road, re-grading of sections of the adjoining taxiway and runway system, extensions of the Airfield Ground Lighting (AGL) network and planning for a parallel taxiway to Runway 18/36.

To determine the sequence of the various components of the Runway Upgrade Project and confirm the first and subsequent stages, four criteria (in order of importance) were developed and agreed with CoB:

- Local community, local stakeholder and federal government tangible progress that the Ballarat Airport Runway Upgrade Project is commencing.
- Stage 1 working to a target cost of \$10M.
- Staging is undertaken in a manner which achieves the objectives (Section 1.2) as efficiently as possible.
- The staging minimises overall costs, temporary works and airport operational disruptions.

Using these criteria, the following stages were confirmed:

- Stage 1: Runway 18/36 Extension (including the proposed Southern Airport Access Road).
- Stage 2: Runway 18/36 Strengthening.
- Stage 3a: Parallel Taxiway North with stage 3b – Parallel Taxiway South.

2.3.7 Ballarat Airport Options Paper and Financial Analysis (August 2021)

The report investigated the possible ownership alternatives considering the airport's existing use and performance, the growth of the Ballarat West Employment Zone (BWEZ), and the aviation industry's future prospects from both a national and local standpoint. Aside from the financial performance of the operational activities that are directly related to the potential lease and/or sale value of the airport as an asset, recognition

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of the current aviation activities at the airport and their value to the City were also taken into consideration by this review.

Future Development

Based on the outcomes of the aviation sector and market analysis reviews, this report concluded that there:

- Is limited or no opportunity to grow RPT operations at Ballarat Airport.
- Is limited opportunity to generate growth through increased freight activities from the current stages of development at BWEZ as these businesses are more likely to use road and/ or rail for distribution of manufactured goods.
- May be potential for some growth through options for alternative freight activities if the appropriate aviation related or businesses that export intra-state are attracted to the future stages of BWEZ development alongside the runway. However, it should be noted that this will take some time to develop and that the extent of the growth that may be possible could be limited. At this stage, it is unclear what the level of interest is from such businesses and therefore there is uncertainty of how the Airport may benefit.
- May be resistance to introduce landing and parking fees as current users are used to no fees for these services currently.
- Is opportunity to maintain and grow existing flight training and emergency services operations, however, these are unlikely to generate any significant revenue for the Airport but may provide a socio-economic benefit for the broader Region.
- Are emerging technologies that may provide some opportunities however these are likely to be well into the future.

Governance Arrangements

Four governance models for the ownership and operation of the airport were assessed as a part of this study. The models identified, along the scale of community focused to commercially driven, were:

- Council owned and operated (the current model)
- Council owned and operated by a professional board (modified management arrangements)
- Council owned and leased to a private operator
- Privately owned

The report concluded that it was premature for Council to make any decision on the sale or lease of the airport until more clarity was available on any prospect of increased revenue-raising activity. The preferred governance strategy was determined to be Council ownership with the establishment of a Professional Board to allow for more control over the development of the airport and a greater ability to initiate commercial opportunities. The report highlighted that an interim step of establishing an Advisory Board would assist the transition to a Board.

2.3.8 Ballarat Airport: Assessment of Alternative Governance Structures (November 2021)

The planned BWEZ development, and runway extension provided the Council with two development triggers to pursue a more commercially focused management approach to build a self-sustaining aviation business in and around the airport. Council was therefore seeking to more fully understand the issues, risks, and operational practicalities of alternative governance arrangements to achieve this outcome and to determine the most appropriate way forward.

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The purpose of this report was to:

- Determine the principal challenges and hazards related to alternative governance structures for Council, as well as any prospective Board of Directors and officials of a new organization, in relation to the Corporations Act, the Aviation Regulation Framework, and the Local Government Act.
- Examine if the Airport's goals for commercial expansion would be effectively supported by the adoption of an alternative governance structure, up to and including the creation of an arms-length business with a professional Board.
- Evaluate whether the airport has a strong enough long-term financial sustainability and a clear enough strategic direction to draw in the necessary calibre of board or professional advisory members.
- Provide recommendations to Council regarding the viability and execution of creating any new structures, such as an arms-length business, a board of directors, or an advisory role, along with the necessary dates and steps.

The report made the following recommendations:

- Establishment of a Delegated Committee
- Recruitment and Appointment of Independent Committee Members
- Recruitment and Appointment of an Airport Commercial Manager
- Comprehensive and Integrated Financial Reporting
- Review and Update of Master Plan
- Development of an Airport Business and Strategic Plan
- Pricing Review
- Development of Operational Plan
- Development and Adoption of Trigger Mechanisms for a Beneficial Enterprise

2.3.9 Today Tomorrow Together - The Ballarat Strategy - Our Vision for 2040

The Ballarat Strategy outlines the vision and long term plan to manage change in Ballarat to 2040. The Strategy is part of delivering on what the community said it wants for Ballarat's future. This long term spatial strategy for Ballarat will guide future growth to the most efficient locations with the highest net community benefit as well as providing certainty for the community and the development industry on development areas and forms. This strategy makes several references to Ballarat Airport, in particular:

- Initiative 4.14 – Monitor demand for direct air capacity and investigate long-term opportunities for a Ballarat airport with passenger and freight services
- Initiative 4.15 – Improve the efficiency of supply chains by delivering Ballarat's developing regional transport gateway (Ballarat West freight hub and Ballarat Airport)

Ballarat Airport provides excellent service to Ballarat and its future as an airport is well-supported. Currently accommodating a number of hobby and special interest clubs, the strategy states that Ballarat Airport is widely used for training and small aircraft flights. The Ballarat West Employment Zone (BWEZ) Master Plan includes well-planned linkages to the airport, and a master plan for the airport itself exists to safeguard its future. However, the strategy emphasises that it will be necessary to take into account both potential negative impacts on existing housing and future housing expansions in order to maintain flexibility for long-term expansion to a freight and passenger airport.

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The present airport's limitations may worsen over the course of the next 25 years. East of the site are historic home developments that restrict its use for round-the-clock activities. The flight school has a curfew of 11pm already. Being a long-term piece of vital infrastructure, the regional airport's capacity to handle both passengers and freight is limited.

The Ballarat Strategy report discusses the initiatives and future developments at the Ballarat West Employment Zone (including Ballarat West Freight Hub and Ballarat Aerodrome). With plans to house industrial, advanced manufacturing, freight, logistics, aviation, and other employment-generating sectors, it is a critical strategic employment region that will likely support over 9,000 new jobs eventually.

Within the BWEZ is the 16-hectare Intermodal Freight Hub, a freight handling facility. According to the BWEZ Master Plan, the first stage will involve building a road-based freight facility. A weighbridge, truck wash, container storage, access roads, buildings, warehouses, and rest places are all part of the freight facility.

The council will need to keep an eye on the long-term prospects for a new, unrestricted airport in Ballarat, which would allow the city to adapt to demands that may change in the future. The strategy states that, if necessary, a thorough assessment of a potential new regional airport site may need to be carried out in collaboration with important regional stakeholders.

2.3.10 Aviation Green Paper – Towards 2050

The Aviation Green Paper, released on 7 September 2023, marks an important stage in developing the Aviation White Paper which will set the policy direction for the aviation sector out to 2050. Through the Green Paper, the Commonwealth Government is seeking feedback on aviation matters, including:

- airlines, airports and passengers – competition, consumer protections and disability access settings
- regional and remote aviation services
- maximising aviation's contribution to net zero
- airport development planning process and consultation mechanisms
- general aviation
- fit-for-purpose agencies and regulations
- emerging aviation technologies
- future industry workforce
- international aviation

The Aviation White Paper is set to establish the long-term policies that will steer the future growth and innovation of the aviation sector. It will precisely articulate the Commonwealth Government's policies on desired aviation outcomes, encompassing safety, competitiveness, sustainability, and efficiency ensuring its capability to provide aviation services for the Australian public up to the year 2050.

Some topics directly relate to regional airports which will be vital to consider in the development of the STAMP. This includes the vitality of regional airports and their impact on the liveability and economies of regional communities, skill shortages, passenger, and cargo facilitation, embracing emerging technologies and implementation of environmental net-zero policies. The eventual outcomes of the White Paper may pose both challenges and opportunities for Ballarat Airport.

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3. Current State

The following section provides information regarding the existing airport site conditions as well as the land surrounding the airport. An Existing Condition Plan is attached at Appendix A.

3.1. Ownership and Management

The primary airport site comprises freehold land owned and managed by the City of Ballarat. The airport was handed over to the Council from the Australian Government in 1961. At the time of preparing this STAMP the airport has a full-time Airport Manager and Program Development Officer and a full-time Ballarat Airport Commercial Manager.

The council has implemented some of the outcomes from the *Ballarat Airport: Assessment of Alternative Governance Structures* report including hiring the Airport's Commercial Manager. The *Ballarat Airport Options Paper and Financial Analysis* highlighted that the sale or lease of the airport is too premature and the outcomes from the Strategic Plan in this STAMP will assist the Council in reviewing ownership and governance to enhance commercial and aviation-related performance.

3.2. Site Description

The airport site is situated approximately eight kilometres to the north-west of the Ballarat town centre, a short distance from the Western Freeway. Access to the airport is currently via Airport Road which runs off a roundabout at the intersection of Ballarat Link Road and Learmonth Road.

The site encompasses the current airport infrastructure and spans an area of approximately 185 hectares. The current airport facilities are shown in Figure 7 below.



Figure 7: Ballarat Airport Existing Facilities

Legend

1.	1,245m x 30m 18/36 Bitumen Runway	6.	Aviation Hangars
2.	555m Runway Extension for 18/36	7.	Windsock
3.	1,265m x 30m 05/23 Bitumen Runway	8.	Fuelling Area
4.	568m x 30m 13/31 Grass Runway	9.	Large Aviation Hangars and Apron
5.	AAPA Apron and Building	10.	Carpark and Terminal Building

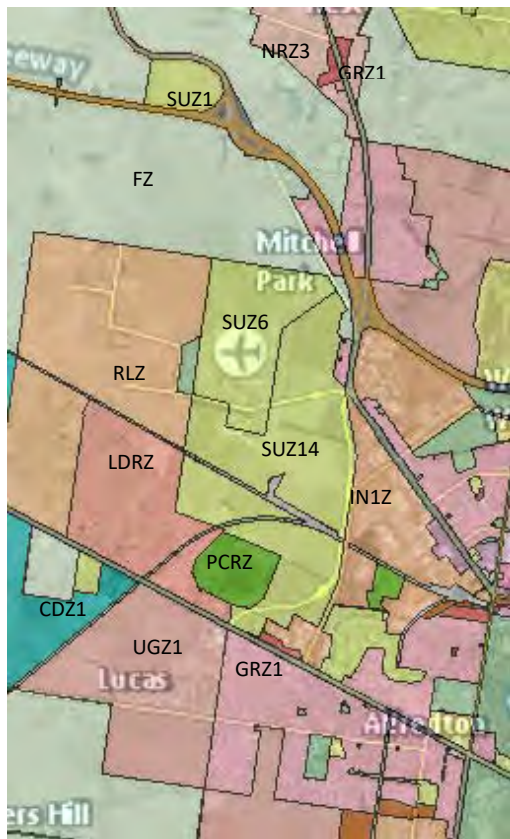
3.3. Surrounding Land

Surrounding the airport, to the east and south of the airport, is the Ballarat West Employment Zone (BWEZ) development which currently has stage 1 complete and provides a major employment precinct for the City of Ballarat. The strategic placement of these nearby road assets, coupled with the presence of the Ballarat-Ararat Railway traversing the southern part of the BWEZ, bestows the airport site with substantial transport advantages and opportunities.

The Ballarat Planning Scheme shows that the land to the west and north of the airport is zoned for farming and rural living purposes (see Figure 8). To the east, beyond BWEZ, and to the south-east there are established residential areas. However, to the south is an urban growth zone in Lucas which involves the development of the Alfredton West Precinct. This precinct is approximately 317 hectares and is mostly allocated for residential development. This could provide challenges for the airport relating to aircraft noise.

To the north is Miners Rest North which is zoned as neighbourhood residential with the objective of the zone to protect the rural township character of Miners Rest North. This area is also sensitive to aircraft noise due to its location and has the potential for more residential development to occur in the future.

With the development occurring in the surrounding land, the airport needs to position itself as an important community asset to be protected.



Legend

- CDZ – Comprehensive Development Zone
- FZ – Farming Zone
- GRZ – General Residential Zone
- IN1Z – Industrial 1 Zone
- LDRZ – Low Density Residential Zone
- NRZ – Neighbourhood Residential Zone
- PCR – Public Conservation and Recreation Zone
- RLZ – Rural Living Zone
- SUZ – Special Use Zone
- UGZ – Urban Ground Zone

Figure 8: Ballarat Planning Scheme Zoning

3.3.1 Ballarat West Employment Zone

The BWEZ site involves 438 hectares of Crown land development for industrial, freight and residential purposes to promote employment growth in Ballarat. It is a joint initiative between the Victorian Government and the City of Ballarat to support the region's economic growth. Figure 9 shows the development area along with the staging. BWEZ is zoned Special Use Zone 14 - Ballarat West Employment Zone (BWEZ) under the Ballarat Planning Scheme.

The BWEZ development has a separate Master Plan prepared by Council and it contains the provisions of establishing aviation related industries on the BWEZ site. Stage 1 and 1B are completed and works have begun on the Intermodal Fright Hub which will have the capacity to handle 24,000 twenty-foot equivalent units per annum. Another key element of the BWEZ site which impacts Ballarat Airport is stage 2 as it has 13 lots which directly front Ballarat Airport. Careful planning will be vital for these lots to ensure they comply with aviation regulations. The position of BWEZ provides a significant opportunity for Ballarat Airport to capitalise on the industries located at the site.

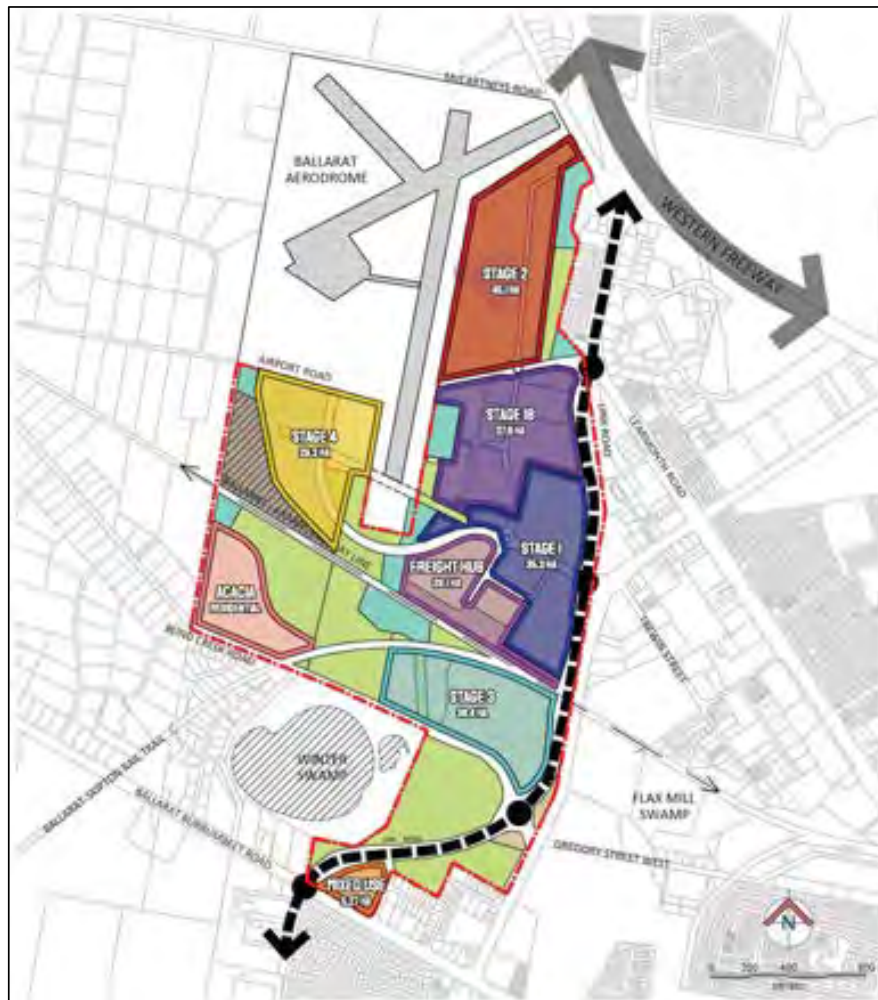


Figure 9: BWEZ Staging Map

3.4. Existing Airport Facilities

This section details the existing airport facilities located on the airport site.

3.4.1 Runway Specifications

The airport has three runways orientated in the 18/36, 05/23 and 03/31 directions and four taxiways. The 18/36 runway has undergone a 555m runway extension on the south end which is planned to be open to users in 2024. Runway 18/36 has a precision approach path indicator (PAPI) and is located on the right side of Runway 18 and the left side of Runway 36. Currently, the pavement strength of the original 1,245m of Runway 18/36 is a limiting factor as the strength can only cater to aircraft with a maximum take-off weight (MTOW) of 5700kg. The condition of the runway surface is undulating.

Runway 18/36 is a non-precision approach runway, and the other two runways are non-instrument runways. Runway 05/23 is a shorter crosswind bitumen runway and has the same pavement strength as Runway 18/36



thus only caters to aircraft with a MTOW of 5700kg. Runway 03/31 is a grass strip that is used infrequently by light aircraft and gliders.

Table 2: RWY 18/36 Specifications

Specification	RWY 18/36
Runway Length (m)	1,245m (1,800m with extension)
Displaced Threshold (m)	0m
Runway WID (m)	30m
Code	3
Pavement Type	Sealed
Pavement Surfacing	Bitumen
Take Off Distance Available (m)	1305m
Landing Distance Available (m)	1245m
Pavement Classification Number (PCN)	6

Table 3: RWY 05/23 Specifications

Specification	RWY 05/23
Runway Length (m)	1,265m
Displaced Threshold (m)	0m
Runway WID (m)	30m
Code	3
Pavement Type	Sealed
Pavement Surfacing	Bitumen
Take Off Distance Available (m)	1325m
Landing Distance Available (m)	1265m
Pavement Classification Number (PCN)	6

Table 4: RWY 13/31 Specifications

Specification	RWY 13/31
Runway Length (m)	568m
Displaced Threshold (m)	0m
Runway WID (m)	30m
Code	1
Pavement Type	Unsealed
Pavement Surfacing	Grass
Take Off Distance Available (m)	628m
Landing Distance Available (m)	568m
Pavement Classification Number (PCN)	Unrated

3.4.2 Aprons, Taxiways and Aircraft Parking

There are four taxiways, three are asphalt (Taxiway Alpha, Bravo and Delta) and one grass (Taxiway Charlie).

Taxiway Alpha is a 15m wide Code C taxiway that connects the southern end of Runway 18/36 to the general aviation apron and Taxiway Delta.

Taxiway Bravo is a 30m wide Code C taxiway connecting the southwest end of Runway 05/23 to the general aviation apron. The general aviation apron has the facilities and hangars of three of the main airport users in Ballarat Aero Club, Aerovision and Field Air making taxiways crucial for operations.



Taxiway Charlie is a 15m wide Code A grass taxiway that connects the southern end of Runway 13/31 to 05/23.

Taxiway Delta is a 15m wide Code A taxiway that connects the AAPA apron to the southern end of Runway 18/36 and Taxiway Alpha.

The taxiway connectivity to the runways is limited, thus anything landing to the north or taking off to the south must backtrack more than half the distance of the runway which leads to bottlenecks and congestion issues and ultimately limits the capacity of the airport.

Off Taxiway D there are Taxilane E and Taxilane F. Taxilane E provides access to an apron and hangar precinct and Taxilane F provides access to the AAPA apron and building.

The main apron has three areas allocated to parking on the asphalt. There is also grass parking available to the east of the south hangar area. AAPA has an asphalt apron to the south of their facility that can park up to twenty-three of their aircraft. There is also a small apron that connects the hangars to the south of Taxiway A.

3.4.3 Aerodrome Lighting

There is runway edge lighting on Runway 18/36 comprising 1200m longitudinally spaced 60m white low-intensity lighting. The runway edge lighting was installed before the MOS 139 lighting intensity requirements. There is pilot-activated lighting (PAL) available at Ballarat Airport. PAPI is installed at either end of Runway 18/36, however lighting intensity has not been specified.

All taxiways have blue edge lighting, however, there are no centreline, stop bars and holding position lights. Flood lighting is present on the apron adjacent to the refuelling facility and low-intensity edge lighting exists.

Two lit obstacles are infringing the OLS, the communications tower and aerial, which have a red LIOL lighting system installed.

3.4.4 Windsock

There is one windsock on Ballarat Airport located to the north of Taxiway A

3.4.5 Aircraft Fuelling

There are two 24/7 bowser fuelling services at Ballarat Airport. Field Air operates an above-ground 55,000-litre Jet A1 tank which can be located on the apron on the west side of the Field Air hangars beside Runway 05/23. There is a white radius line on the apron representing the area of the fuel hose length. Ballarat Aviation Group operates the BP Avgas bowser located on the edge of the main apron next to the aircraft parking location.

3.4.6 Buildings

There are 5 large hangars connected to the main apron, two are leased by Field Air and the remaining are for Ballarat Aero Club, Ballarat Aviation Museum and Aerovision. Also connected to the main apron is a terminal building of approximately 150 square metres which has basic amenities for itinerant and charter flights. The terminal building lacks the facilities to cater for RPT in its current state.

There are 3 medium hangars, and all have direct access off Taxiway A. These are part of a hangar precinct in which there are another 7 hangars all connected off Taxilane E. These hangars are used by County Helicopters, Ballarat Aviation Group, New Horizons Microlight School, and other private users.



AAPA has building two on the north side of the AAPA apron and there is a large hangar off to the west of the AAPA apron for CAC Australia. On the landside of the Airport, there are numerous other buildings, the majority being WW2 huts which are used as offices for the airport operators or by community clubs.

3.4.7 Airport Manager and ARO Office

The Airport Manager and ARO Office are in an old WW2 hut located in front of the Aerovision Hangar. The hut has other offices within it which are shared by other tenants. The building has adequate kitchen and bathroom facilities for the users.

3.4.8 Car Parking Area

There is an allocated car park area located between the terminal building and the hangar precinct. The car park is accessible through the access roads that are located off Airport Road. The car park has roughly 56 parking spaces available. There are roughly 41 parking spaces available on the landside of the main apron area in front of the WW2 huts which are used as offices. Off Airport Road AAPA has an additional car parking area to the west of their building. The parking area has an estimated 37 parking spaces available.

3.4.9 Utility Services

The airport underwent an Infrastructure Upgrade Project between 2009 and 2012 which included the upgrade of some of the utility services. In regard to the utility upgrades, it was focused on facilitating the development of the main Aviation Development Area (South of Taxilane E). The works included the following:

- Installation of water mains and fibre optic conduit along Airport Road
- Installation of fire services infrastructure
- Further stormwater and drainage works
- Installation and upgrade of electrical infrastructure
- Installation of sewerage lines and pumps.

The Ballarat West Employment Zone Master Plan also deals with the provision of utility services and proposes a number of utility service upgrades for this precinct. This is addressed in a detailed report prepared by AECOM titled "Civil Infrastructure Assessment – Ballarat West Employment Zone" (January 2013).

Appendix B shows the current utility services available on the airport site. There has been no indication from the consultation that the airport's utility services are a significant issue or constraint at present.

3.4.10 Perimeter Fencing

The airside facilities and operational areas are enclosed by 1.2 m chain-link fencing with lockable gate access. The perimeter fencing currently does not meet the security standards required for an RPT service.

3.4.11 Existing Airport Activities

The airport has various aviation businesses located on the site conducting a range of aviation activities. AAPA accounts for most of Ballarat Airport's movements and is a flying school that is accredited to deliver the Diploma of Aviation (Commercial Pilot Licence – Aeroplane) and Diploma of Aviation (Instrument Rating). Currently, the school has approximately 80 overseas students with the capacity to increase this number.

Field Air provides a multitude of services including maintenance and engineering services, aircraft and parts sales, pilot training and endorsement for agriculture and firebombing flying, agriculture spraying and spreading and aerial firefighting. The Ballarat base is home to their Air Tractor aircraft and with the opening of the

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runway extension and strengthening of the main runway would allow Field Air to service their Bombardier Dash 8-Q400 and RJ85 aircraft at Ballarat Airport.

Ballarat Aero Club provides memberships and events for aviation enthusiasts as well as providing flight training and aircraft hire. The club is accredited to certify students with a RA-AUS recreational pilot certificate (RPC), Recreational Pilot Licence (RPL), Private Pilot Licence (PPL) and Commercial Pilot Licence (CPL).

County Helicopters provides a range of aerial agricultural services including aerial stock mustering, feral animal control, aerial fertiliser spraying operations, frost mitigation, forestry services, crop analysis services and mosquito control. They have another two bases located in South Australia and have a range of helicopters and a drone to deliver services.

CAC Australia is a recreational aviation company which services and operates vintage and ex-military aircraft and supports the Ballarat Aviation Museum by providing historic RAAF aircraft and equipment.

Aerovision operates reconnaissance, photography, charter flights and emergency services activities. Westvic Flight Training has three Jabiru aircraft and conducts RA-AUS flight training and certification. New Horizons Microlight School provides microlight training and storage. Ballarat Sports Aviators provides aircraft storage.

3.4.12 Aircraft Movements

To70 received Avdata aircraft operation numbers for Ballarat Airport for October 2023. The table below shows the total number of operations for the month and the total number of movements. To account for an associated take-off, all landings are doubled to calculate movement numbers. Likewise, touch and go, stop and go and practice approach operations comprise both a landing and a take-off and therefore have two movements. A movement is either a landing or a take-off.

Operation Type	Operation Numbers	Movement Numbers
Landings	884	1768
Touch and Go (TGO)*	1336	2672
Stop and Go (SGO)**	43	86
Practice Approach (PA)***	662	1324
Total	2925	5850

* TGO is where an aircraft comes into land and briefly touches the runway before taking off.

**SGO is where an aircraft comes to a complete stop when landing and then takes off.

***PA is where an aircraft comes into land and hovers over the runway before taking off.

From this data To70 and COB extrapolated a yearly movement number of 53,900 movements for 2023 based on previous years' monthly trends and knowledge of average daily movements of airport users. This provided the basis for the forecast for the 20-year ANEF noise model that Marshall Day Acoustics prepared in association with this Master Plan.

3.4.13 Contaminated Land

Ballarat Airport is on the Environment Protection Authority priority sites register following an agricultural chemical spill on part of the airport site in 1989. From the last audit in August 2022, the contamination potential is deemed low and is suitable for ongoing commercial and industrial use but must comply with certain recommendations. The recommendations include routine groundwater monitoring and a Groundwater



Quality Restricted Use Zone (GQRUZ) being placed on the affected area. A GQRUZ is an area that was found to have residual groundwater contamination and full clean-up of the site is not possible or impractical.

3.5. Environmental and Heritage Values

Environmental and heritage values highlight specific flora and fauna, European and Aboriginal and Torres Strait Islander sites which hold value and are protected through state and/or commonwealth legislation. Ballarat Aerodrome has a variety of environmental and heritage sites on the airport that must be taken into consideration when planning.

3.5.1 Flora and Fauna

Biosis Research conducted a Flora and Fauna Assessment for the Ballarat West Employment Zone including the Ballarat Aerodrome Precinct, in September 2010. Subsequent surveys were carried out by Biosis Research in May 2011.

According to the Biosis studies the airport site contains Heavier-soil Plains Grassland which is endangered within the Victorian Volcanic Plains Bioregion and is listed under the Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth) (EPBC Act) as Natural Temperate Grasslands of the Victorian Volcanic Plain and on the Flora and Fauna Guarantee Act 1988 (Vic) (FFG Act) as Western (Basalt) Plains Grassland Community. It is important to note that the heavier-soil plains Grassland provides the remaining 50% of habitat for the endangered Fragrant Leek-orchid, the vulnerable Striped Legless Lizard, and the critically endangered Golden Sun Moth, although none of these species were found in the study area. The initial report recommended that any area on the airport site that has the Heavier-soils Plains Grassland should be protected and managed as it is listed under the EPBC Act and FFG Act. The study also identified the presence of indigenous canopy trees which provide a habitat for bird species.

A later report in May of 2011 was conducted and described the outcomes of additional surveys. The survey found a colony of critically endangered Golden Sun Moth, listed under the EPBC Act, south of Airport Road. It is important to note that the additional surveys were restricted to areas south of Airport Road. Other areas (generally north of Airport Road) were noted as still requiring further assessment before development. Thus, further development of the airport site, for example, the north-west corner of the site, will require further flora and fauna study.

Given the above, before any development on the airport site, the outcomes and recommendations of the flora and fauna studies outlined above should be carefully reviewed and considered. Further flora and fauna investigations and possibly approvals may be required before development can proceed on some parts of the airport site.

3.5.2 European Heritage

Ballarat Airport is included in the Victorian Heritage Register (VHR H2113). The register highlights its historical significance *“for its ability to demonstrate the importance of military aviation to the defence of Australia and its Allies during the Second World War, the first conflict in which aircraft played a major role in combat for the Australian military.”*

Figure 10 shows the land and buildings included in the registration. Per the Heritage Act 2017 all new buildings and works on the airport site as defined by the diagram in the Heritage Victoria citation, will generally require a Heritage Permit from Heritage Victoria, although there are some general and specific exemptions. General exemptions apply to all places and objects included in the Victorian Heritage Register. General exemptions



have been designed to allow everyday activities, maintenance and changes to a property, which don't harm its cultural heritage significance, to proceed without the need to obtain approvals under the Heritage Act 2017. Specific exemptions are tailored to the conservation and management needs of an individual registered place or object and set out works and activities that are exempt from the requirements of a permit.

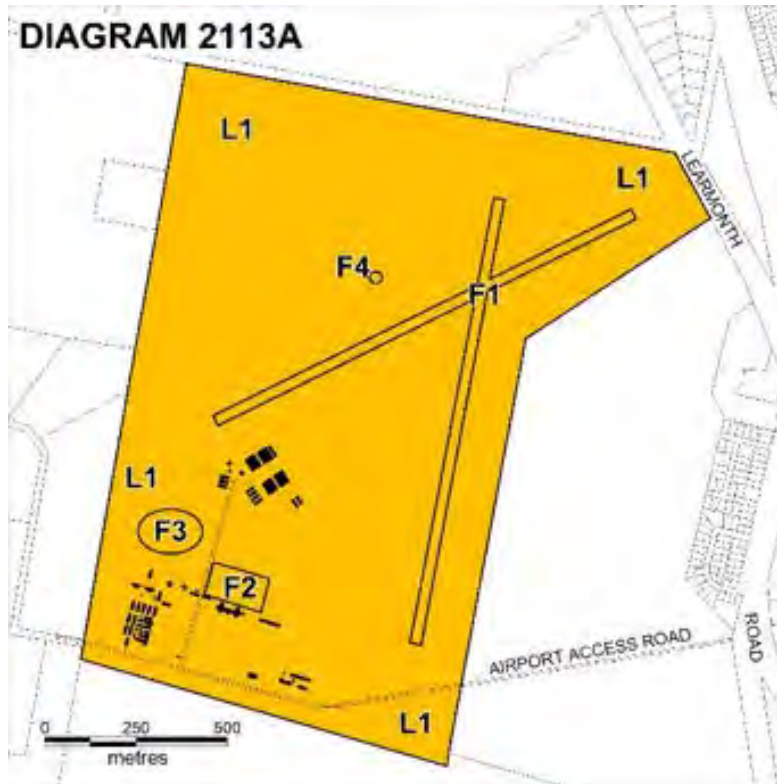


Figure 10: Victorian Heritage Register - Former Ballarat RAAF Base Diagram 2113A

The Ballarat Aerodrome Conservation Management Plan (CMP) was prepared by Ivar Nelsen in May 2008 to assist the City of Ballarat in the future planning and day-to-day management of Ballarat Airport. The CMP was amended in April 2012 to reflect the amended boundaries of the Heritage Victoria registration. The CMP confirms that Ballarat Airport is of cultural value to Ballarat and the State of Victoria.

Section 5 of the CMP identifies a series of Conservation Policies providing direction for conservation, management, features/buildings/structures, interpretation, and future research. Section 6 of the report provides various Conservation Guidelines for the maintenance and development of the site. These policies and guidelines should be considered as part of any future development planning on the airport site.

Behind the conservation policies and guidelines in the CMP are several crucial statements:

- *The existing Ballarat Aerodrome is only a shadow of its WWII extent. Roughly less than a quarter of the 200+ WWII buildings remain.*

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- *The core features of the WWII Ballarat Aerodrome are still extant, although not necessarily intact. They include the Tarmac and Teaching Precincts and Cypress Pine Plantation as well as the uniformity, consistency, repetitiveness, and Spartan qualities of the built environment.*
- *The ‘conservation’ of the Ballarat Aerodrome’s cultural values is not synonymous with its ‘restoration’ as in house-museums. Inherent to its conservation is the continued use of the Aerodrome and its buildings for aviation, community and business activities, including managing change.*

The extent of the heritage registration under the Heritage Act 2017 covers the entire airport site, including parts of the site that do not contain any heritage buildings (e.g. the northwest corner). It is considered that there may be an opportunity to reduce the extent of the registered area, to limit its coverage to those areas of the site that contain significant buildings.

3.5.3 Heritage Overlay

As outlined earlier in Section 2.2.6 of this report, the Heritage Overlay (HO190) also applies to the airport site under the Ballarat Planning Scheme. Under Clause 43.01-3, no permit is required “to develop a heritage place which is included in the Victorian Heritage Register, other than an application to subdivide a heritage place of which all or part is included in the Victorian Heritage Register.”

3.5.4 Aboriginal Cultural Heritage

An Aboriginal Cultural Heritage Assessment was conducted for the Ballarat West Employment Zone (BWEZ) by Biosis Research in October 2010. Four Aboriginal places were identified during the survey conducted. Furthermore, it was determined that there might be additional Aboriginal places within the airport site. Hence, it is recommended that before any development on the airport, the outcomes and recommendations of the Aboriginal Cultural Heritage Assessment should be carefully reviewed and considered. Further investigations and possibly approvals may be required before development can proceed on some parts of the airport site.

4. Stakeholder Consultation

This section discusses the stakeholder consultation activities conducted during the situation analysis stage of the STAMP in preparation for the situation analysis report.

4.1. Overview of Consultation

In preparing this report, a range of formal and informal stakeholder consultations were conducted, via a range of methods. The stakeholder consultation process was initiated at the beginning of the Master Plan development. A Communication and Consultation Plan was prepared to guide the consultation process. Consultation was performed both in-person and via teleconference to maximise reach.

The stakeholder consultation activities aimed to contribute to the STAMP with the following objectives:

- Explain the purpose, objectives and benefits of an Airport STAMP.
- Document opportunities and constraints of the Airport from the perspective of primary stakeholders.
- Understand and catalogue requirements for potential new users of the Airport.
- Understand the regional developments and trends to develop a strategic position for Ballarat Airport.
- Identify potential investment opportunities with local businesses.

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The issues discussed during these consultations included:

- Governance
- Economic impact
- Regional development
- Airport operations
- Potential airline service
- Investment opportunities
- Infrastructure
- Maintenance
- Airport safeguarding

The range of stakeholders involved in the consultation process is shown in Figure 10.



Figure 11: Stakeholders Involved in Consultation

4.2. Consultation Activities

The stakeholder consultation process began with an Airport User Group Workshop held at the airport on the 3rd of October 2023, which included Field Air, Aerovision, AAPA and other key stakeholders to explain the STAMP and update the previous Master Plan SWOT analysis.

This was followed by the Council publishing a 'MySay' online survey for industry feedback (included in Appendix C) and with the opportunity for interested parties to be contacted for further consultation. A total of 57 people responded to the industry survey and 22 people opted to be contacted for further consultation.

An Industry event for the Committee of Ballarat was held on the 2nd of November 2023 which was positioned to gather more information for the Strategic Plan. A series of one-on-one industry and government stakeholder meetings were also conducted in Ballarat on 2 and 3 November. These meetings included Tourism Midwest Victoria, Development Victoria and several Council officers.



Figure 12: Committee for Ballarat Industry Session - 2nd of November 2023

The first community consultation session was held on the 3rd of November at Lucas Community Hub to discuss the purpose of the STAMP and understand the impact of the Airport on the Community. The Council continued the community sessions throughout November at both Lucas and Miners Rest. A community 'MySay' online survey (included in Appendix C) was also released in November to understand the opportunities and impacts of the airport on the wider community. A total of 191 people participated in the survey, however not everyone participated in each question.

From the initial workshops, one-on-one interviews were conducted with those stakeholders who sought to be consulted further.

Following the Airport Users Workshop, a Questionnaire (see Appendix D) was sent out to the Airport Users to build a better understanding of the current situation of the Airport. Three of the Airport Users responded to the questionnaire and an airport user meeting held on the 14th of December provided an opportunity to arrange one-on-one meetings for those who did not complete the questionnaire and forward the questionnaire to people who did not receive it in the first email out.

A Ballarat Airport Stakeholder Reference Group meeting was held on Thursday 14 December which involved all community groups and businesses located on the airport site and the local councillors. The meeting allowed the PWG and To70 to highlight the findings from the consultation and ask for any further feedback regarding the project.

4.3. Summary of Consultation Outcomes

The consultation activities highlighted some key themes and outcomes from the various groups from the City of Ballarat. Industry and Airport users showed strong support for the Airport, while the community had a mixed response to the airport.



All stakeholders showed support for a scheduled passenger service with 81.8% of Industry and 71.2% of Community respondents from the MySay survey responding that it would be very beneficial or would potentially offer some benefit. The survey also showed that Sydney was the number one destination for both Industry and Community, however, the subsequent destinations differed with Industry opting for capital cities and community after holiday destinations. Some of the results from the MySay survey are provided in Appendix E. From the Airport User group workshops, most users were supportive of the idea of an RPT service and generally do not believe it will impact their operations. With the idea of the introduction of RPT, it could provide industries with more freight opportunities.

There is still support for an emergency service hub following on from the 2013 Master Plan, however, the Council does not want to position the airport purely as an emergency service hub.

The meetings and workshops with the government and industry highlighted the demand for industrial land in Ballarat and both showed support for non-aviation development on the airport site. It was also highlighted that the BWEZ airside lots need further planning considerations regarding the impacts of aviation regulations on the site for the concept to succeed. Airport Users support more diversity of aviation development on the airport but would like to limit industrial development. However, looking at both the aviation and non-aviation development opportunities at the airport site will assist in enhancing the long-term viability of the airport.

Airport Users highlighted the constraints of the airport site due to a lack of planning that limits the airport's operational capacity as critical infrastructure cannot be built. Specifically, the amount of backtracking on runways is an issue and appropriate taxiway planning needs to be considered. The Heritage Control overlay over the entire airport site provides challenges for development and infrastructure projects. Reviewing the extent of the Heritage Control could assist in facilitating airport development.

Aircraft noise is a concern for the community and particularly those located close to the airport who are near the circuit pattern. Another concern is privacy due to aircraft flying over homes. Airport Users and the Council are working to find measures which could reduce the impact to the community including a fly neighbourly advice. The Master Plan will also be included the published ANEF which will provide council with new environs overlay to guide future rezoning for residential areas.

Figure 13 provides a summary of the key themes and issues arising from the consultation activities. Further information regarding the consultation is contained in Appendix E.



Figure 13: Summary of Consultation Feedback Themes

5. SWOT Analysis

To70 developed an Airport SWOT Analysis based on the outcomes of the stakeholder consultation and feedback process outlined in the previous section. The SWOT analysis helps to inform the development of a practical strategy for the airport that will form the basis of the STAMP. The results from the SWOT analysis activity are set out in the tables below, with a summary provided at the end of this section.

5.1. SWOT Analysis Tables

STRENGTHS	
Location & access	<ul style="list-style-type: none"> • Regional prosperity, liveability, and affordability. • Large population base in the region and skilled workforce. • Proximity to Melbourne and ability to cater for GA overflow from Melbourne. • Location and accessibility. • Large freehold site area and potential to expand. • Freeway access and Link Road access. • Access to Federation University. • Availability of a train line (closer to the airport) may be considered a positive.
Airport infrastructure	<ul style="list-style-type: none"> • Good airside infrastructure including extended RWY 18/36. • Lighting and PAPI on RWY 18/36. • Land available to expand aviation-related development. • Noise impact on the community could be dispersed with more usage of cross-runway 05/23.
Aero community & Aviation business potential	<ul style="list-style-type: none"> • Existing aviation businesses on the site. • Planning policy support for airport growth and development. • Low rents, low cost, low regulation environment. • Latent demand for hangar space. • Good maintenance facilities on site. • Ballarat has an established manufacturing base.

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- Regional development / economic outlook**
- Ballarat West Employment Zone – industry, jobs, output, better protection of pilot school.
 - Strong labour force.
 - Big calendar of events – maybe considered a strength for the airport to grow and be ambitious to foresee a better future.
 - Potential for more wind industries to come into Ballarat.

WEAKNESSES/CONSTRAINTS

- Airport facilities & management**
- Location and condition of terminal building not suitable for RPT services.
 - Drainage / flooding issues on some parts of the site.
 - Poor signage.
 - Council's financial ability to invest in infrastructure upgrades, maintenance and airspace management controls.
 - Insufficient promotion of capacity.
 - The process of working between different government agencies (like state depts., councils, etc). Pretty extended process.
- Operational limitations due infrastructure**
- Airport configuration due legacy.
 - Runway and taxiway pavement strength is an issue in some locations which restricts larger/heavier aircraft.
 - Lack of TWYs leading aircraft to back track on RWY after the RWY extension is in place.
 - Taxiway D – Code A rating.
 - Limited facilities for helicopters.
 - Existence of erstwhile hangars is a weakness due to hardships in removing them and the constraints they impose.
- Heritage buildings & Flora and Fauna**
- Availability of multiple structures/hangars within the airport precincts restrict airside infrastructure upgrades.
 - Lack of strategic plans to handle heritage structures.
 - Flora and fauna restrictions on some parts of the site including airfield.
- Aerodrome surrounding & environment**
- Surrounding urban / residential development and noise sensitive land uses.
 - Land parcel near extended portion of the RWY is soon to be privatised, which would complicate building & operating modalities on new TWYs.
- Operational restrictions due surrounding environment**
- Noise complaints from local community regarding low-flying flying training aircraft.
 - Fly Neighbourly advice – although expected to be positive for coexistence of aviation activities and local community, it is not yet implemented.
- Airport business environment**
- Proximity to Melbourne (for RPT)
 - Decline in domestic General Aviation (GA) overall.



OPPORTUNITIES

Location & region's affluence	<ul style="list-style-type: none"> GA spillover growth out of Melbourne (due to constraints and pressures at Essendon and Moorabbin airports). Population growth (about 2%) and prosperity in the region. Linkages with the Ballarat West Employment Zone (e.g. freight, upstream supply relationships). Access to Federation University for training, R&D, renowned schools, etc. Availability (potential) of all modes of transport (air, roads and rail) in the region, unlike many other regional airports like Bendigo.
Ballarat's economic outlook	<ul style="list-style-type: none"> Positive industry outlook. Soaring new businesses entities in the region. Associated economic upticks in the region including business visitors seeking air transport possibilities in the region, etc. Low vacancy rates for industrial/office spaces, and good demands for large sheds. Increasing tourists/sightseers supplementing local attractions, sporting activities like race days at the racecourse, etc.
Aviation outlook	<ul style="list-style-type: none"> Global aviation growth (particularly in aircraft and parts manufacturing, pilot and technician training, airport management to facilitate the movement of aircraft, aircraft maintenance and storage facilities). Overall decline in domestic GA as a whole, but rapid growth of recreational and sporting aviation in Australia. Scope for higher rents and revenues.
Prospective scope for aviation activities	<ul style="list-style-type: none"> Opportunity to become a dedicated emergency services hub to service wider Victoria. Provision to potentially cater for large aerial tankers (LAT). Potential for medical transportation due advanced medical facilities at Ballarat hospitals. Provision to cater patient transfer through dedicated facility can be considered. Opportunity to fill supply chain gaps. Clustering opportunities. Reduce extent of heritage controls.
Aero community	<ul style="list-style-type: none"> Some existing tenants have indicated a desire for more hangar space. Latent demand for hangar space (there have been enquiries from several prospective tenants interested in new hangar space). Flying school has plans to increase current fleet size and increase enrolments. The need for an aircraft maintenance facility has been mentioned by some airport tenants. Fly neighbourly advice with airport users to manager noise better.

THREATS

Community concerns	<ul style="list-style-type: none"> Aircraft noise complaints. Decline in property values due noise levels.
Local community's awareness	<ul style="list-style-type: none"> Community awareness about economic and social value of Ballarat Airport.



Developments bordering / adjacent airport area	<ul style="list-style-type: none"> • Encroachment of further urban/residential development around the airport. • Constructions intruding into Obstacle Limitation Surfaces (OLS).
Aviation business scenario	<ul style="list-style-type: none"> • Competition from other airports. • Continued decline in domestic GA. • High upgrade and manufacturing costs. • Infrastructure available at Avalon airport that could support emergency services aircraft operations from today, whereas Ballarat is still developing infrastructure although they are better positioned.
Aviation occurrences	<ul style="list-style-type: none"> • Potential for an aircraft accident. • Potential for an airport security incident. • Wildlife activity within and immediately vicinity of the airport.

5.2. Summary of Airport SWOT Analysis

5.2.1 Strengths

Ballarat's population, economic and liveability indices highlight the prospects for future aviation growth in the region. Ballarat Airport is well situated to serve the region, in this regard being in a highly accessible location adjacent to the Western Freeway. Ballarat Airport's existing airside infrastructure and ongoing projects to extend and strengthen the main Runway 18/36 enable potential RPT operations from and to the region in the future. Additionally, the existing visual aids at the airport like the ground lights and PAPI enhance the capability for aircraft operations in different weather scenarios.

The large parcels of land available within the airport site and the ability to utilise it for aviation purposes promise opportunities for future aviation businesses. This coincides with the widespread interests expressed by the local aviation community. There are also potential opportunities for some non-aviation development on the airport site, on surplus land not required for aviation development, which will provide revenue for ongoing development of the airport.

5.2.2 Weaknesses

While the land parcels available in the airport precincts were seen as positives for future airport development, they also present constraints due to existing structures and the flora and fauna present. These heritage structures surround active airside areas and offer little opportunity for expansion without extensive processes to be followed to remove them. Additionally, the airport's financial strength to upgrade existing airside facilities was considered a weakness that could impact the positioning of Ballarat Airport in Australia's RPT network.

The pavement strength for both runways is considered a weakness when considering larger aircraft operations from/to Ballarat in the future. Also, the residential developments around the airport and the prospect of increasing noise complaints due to aircraft movements is a potential risk for future development initiatives, without careful management and initiatives such as a "Fly neighbourly advice".

5.2.3 Opportunities

The city's growth prospects present excellent opportunities for future airport development/operations. As reflected in the Aviation Green Paper, regional airports play a vital role in enhancing skill development initiatives. This presents a good opportunity for Ballarat Airport to further solidify its position to attract more

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training organisations, including training for aircraft maintenance engineers. The previously discussed “Fly Neighbourly” advice could help manage noise concerns.

The airport may also leverage its strategic location to become a strategic emergency services hub, by enabling emergency aircraft operations like LATs, etc from Ballarat. There may also be an opportunity to attract medical transfers through a dedicated patient transfer facility, given the well-established medical infrastructure within the region.

These are considered significant development opportunities in the north-west corner of the airport, both for aviation and non-aviation purposes.

5.2.4 Threats

The community’s concerns about aircraft noise could elevate with the increase in pilot training aircraft movements and the possible introduction of RPT operations. Further residential developments surrounding the airport may only add to these concerns from the community in future.

Additionally, the competitive environment presented from surrounding airports are considered a threat for the Ballarat Airport, through losing business opportunities to other airports due to a lack of facilities/infrastructure.



PART B: STRATEGY PLAN

6. Market Analysis and Trend Evaluation

6.1. Demographic Profiling and Trends

6.1.1 Population Growth

In recent years, Ballarat has witnessed significant population growth, consistently surpassing the growth rates observed in regional Victoria. As of June 30, 2022, the estimated population for the City of Ballarat stands at 115,951, reflecting a growth rate of 2.2% compared to 2021.

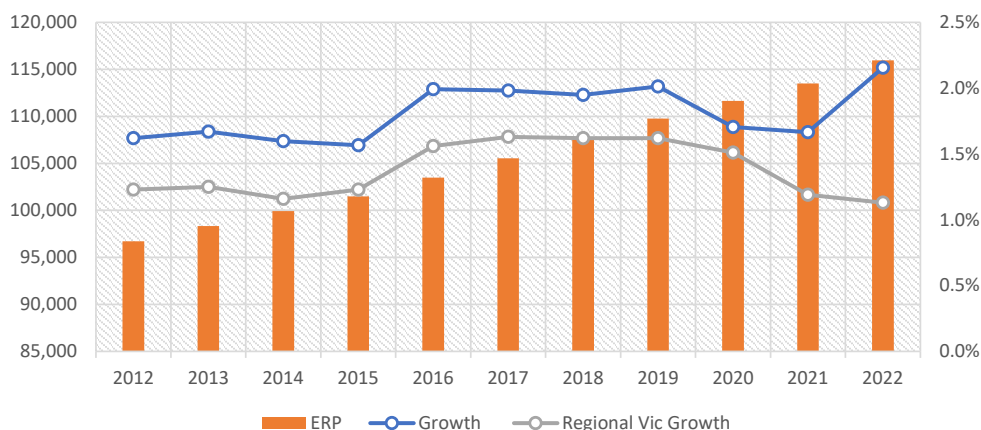


Figure 14: Ballarat Estimated Resident Population (2012-2022)
 Source: Australian Bureau of Statistics, Regional Population Growth

6.1.1.1 Drivers of Population Growth

From 2016 to 2021, the resident population of Ballarat (ERP) increased by 12,451 individuals. This growth primarily stems from net migration, with approximately 70% attributed to the balance between in-migration and out-migration. The predominant contributors to this net migration are individuals moving within Victoria (69%), followed by overseas migration (30%), and migration from other states (1%).

Ballarat, functioning as a regional centre, provides services to surrounding areas, including major retail, health, and education facilities. Traditionally, it has attracted individuals from rural regions for employment and education. The city also draws people from the Melbourne metropolitan area, especially families seeking affordable housing and employment opportunities. Recent trends indicate a rise in the retiree population, and there's a notable decrease in the rate of youth out-migration, resulting in a net gain of young adults for Ballarat.

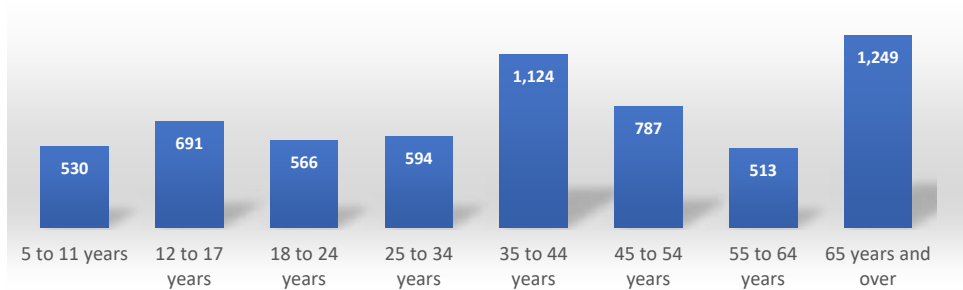


Figure 15: Ballarat - Net Migration by Age Group (2016-2021)

Source: Australian Bureau of Statistics, Census of Population and Housing, 2021

6.1.2 Population Forecast

According to the official projection 'Victoria in Future 2023' (VIF2023) by the Victorian state government, it is anticipated that the population of Ballarat will reach 144,732 by the year 2036.

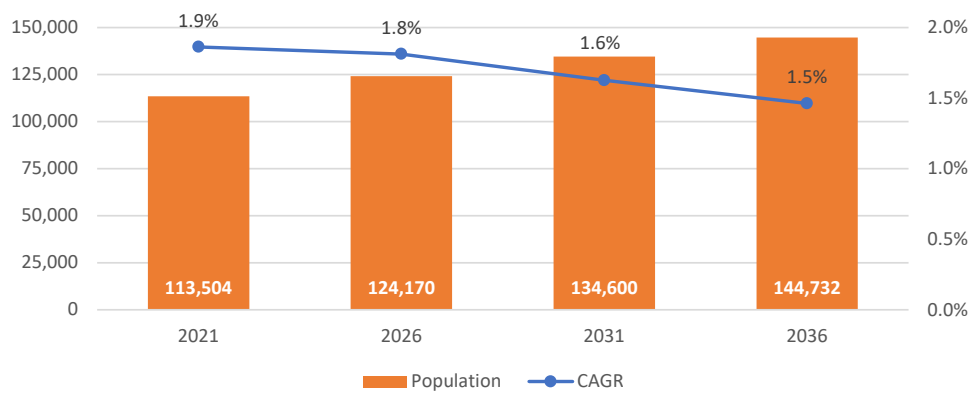


Figure 16: Ballarat – Forecast Population (2021-2036)

Source: Victoria in Future (VIF) population and household projections, Second Release (December 2023)



6.1.3 Age Structure

Analysis of service age groups in the City of Ballarat for 2021, in contrast to Regional VIC, highlights significant distinctions. Ballarat exhibited a greater share of the population in the younger age brackets (0 to 17 years) and a diminished proportion in the older age categories (60+ years) compared to the regional average. Key variations in age structures between the City of Ballarat and Regional VIC include a higher percentage of individuals classified under 'Young workforce' and 'Tertiary education & independence,' along with a lower percentage of 'Empty nesters and retirees' and 'Seniors' in Ballarat.

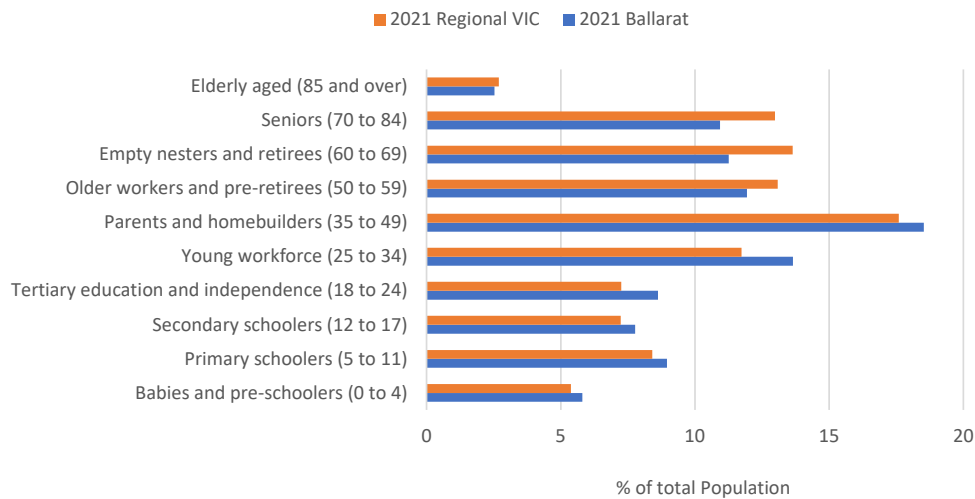


Figure 17: Ballarat – Service Age Groups (2021)

Source: Australian Bureau of Statistics, Census of Population and Housing 2021

The service age groups analysis could have implications for the demand for passenger services at Ballarat Airport. Young professionals and students require convenient and accessible transportation options, including flights.

Additionally, if the City continues to attract new residents and experiences economic development, there could be a growing need for efficient travel connections, potentially driving demand for expanded air travel services.



6.1.3.1 Age Structure Forecast

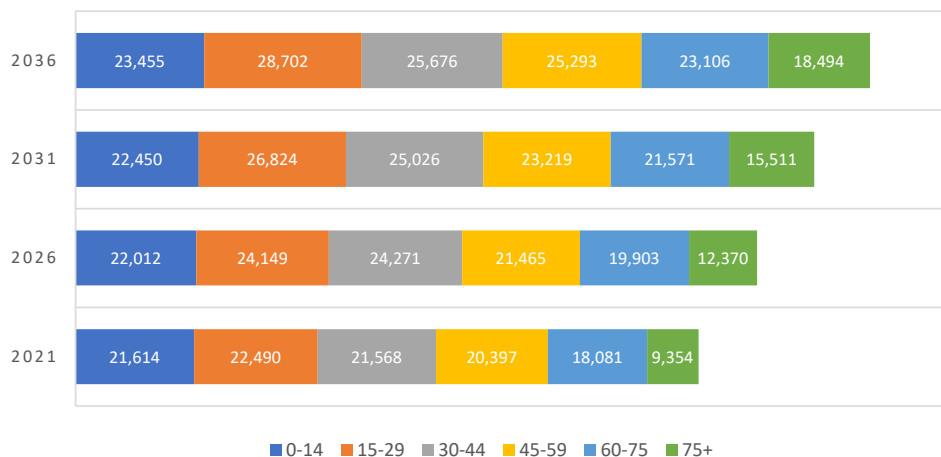


Figure 18: Ballarat - Age Structure Forecast (2021-2036)

Source: Victoria in Future (VIF) population and household projections, Second Release (December 2023)

The City of Ballarat's population is projected to experience steady growth across various age groups from 2021 to 2036. Key highlights include:

- Moderate growth in the 0-14 age group
- Steady growth in the 15-75 age group
- Significant growth in the 75+ age group

This demographic expansion suggests opportunities and challenges for various sectors, including education, healthcare, and housing, with a sustainable and manageable growth rate over the forecast period.

6.1.3.2 Age Distribution Forecast

Analysing the age distribution in relation to the total population, as forecasted from 2021 to 2036, unveils a discernible trend toward an aging population. Notably, there is a decrease in the relative share of the 0-14 and 30-44 age groups, while the 75+ age group experiences a substantial increase. The 15-29 age group remains relatively stable, and minor fluctuations are observed in the 45-59 and 60-75 age groups, indicating modest shifts in the middle-aged and pre-retirement demographics.

Overall, these changes suggest potential impacts on family structures and workforce composition. Moreover, an aging population may have different spending patterns and travel motivations. Understanding these changes can help the airport tailor its services to maximize economic benefits both the aging population and other demographic segments.

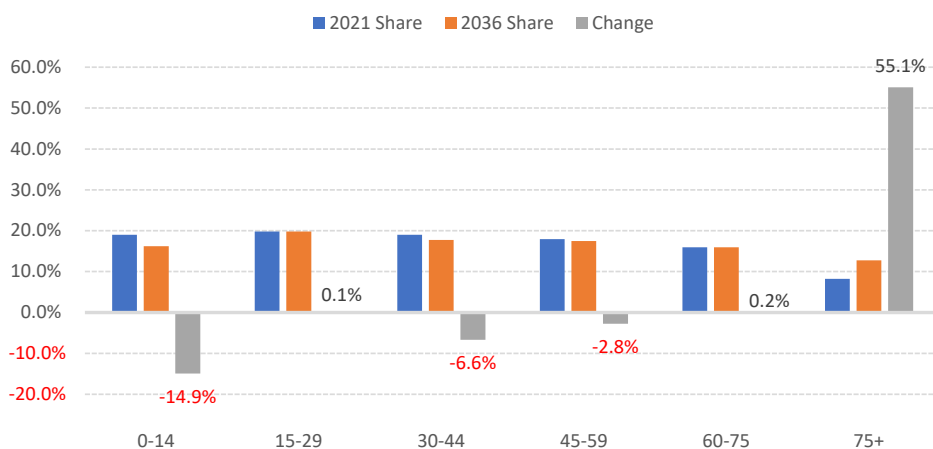


Figure 19: Ballarat - Age Distribution (2021-2036)

Source: Victoria in Future (VIF) population and household projections, Second Release (December 2023)

The forecasted changes in Ballarat's age structure from 2021 to 2036 reveal a distinct trend towards an aging population, with a notable decrease in the relative share of 0-14 and 30-44 age groups. The 75+ age group shows a substantial increase whereas the 15-29 age group remains relatively stable. Minor fluctuations are observed in the 45-59 and 60-75 age groups, indicating modest shifts in the middle-aged and pre-retirement demographics.

Overall, these changes suggest potential impacts on family structures and workforce composition. Moreover, an aging population may have different spending patterns and travel motivations. Understanding these changes can help the airport tailor its services to maximize economic benefits to both the aging population and other demographic segments.

6.1.4 Income Levels

6.1.4.1 Individual Income

The 2021 census reported the median weekly individual income in Ballarat to be \$743. Analysis of the individual income quartiles, reveals that the 'medium lowest' income quartile was the largest group in 2021, comprising 30% of people aged 15 and over. Compared to Regional VIC, Ballarat had a greater proportion of persons in the highest income quartile and a lesser proportion in the lowest income quartile.

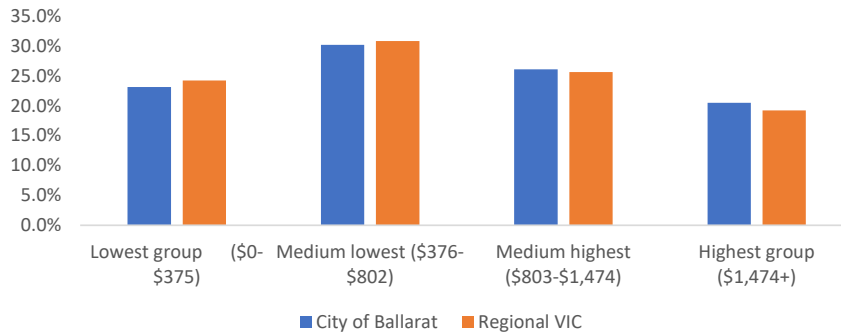


Figure 20: Individual Weekly Income Quartiles (2021)

Source: Australian Bureau of Statistics, Census of Population and Housing 2021

A more detailed review of individual income distribution reveals that there was a higher proportion of people earning a high income (those earning \$2,000 per week or more) and a lower proportion of low-income people (those earning less than \$500 per week).

Overall, 9.1% of the population earned a high income, and 32.7% earned a low income, compared with 8.1% and 33.8% respectively for Regional VIC.

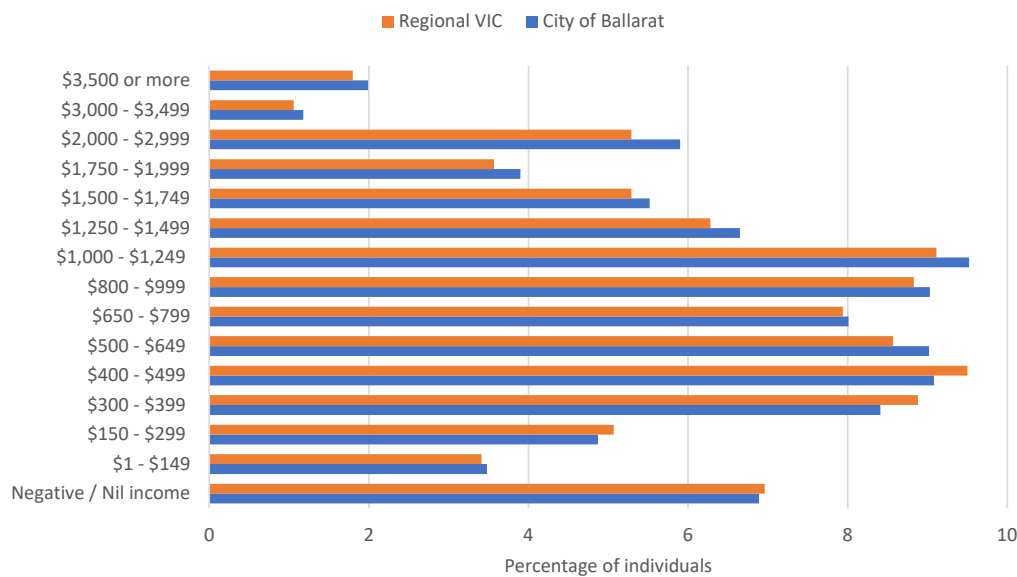


Figure 21: Ballarat - Weekly individual income (2021)

Source: Australian Bureau of Statistics, Census of Population and Housing 2021

6.1.4.2 Household Income

Household income levels in Ballarat exhibit a spectrum, with a mix of higher-income households, especially in emerging sectors like Health Care and Education, and middle to lower-income households. In 2021, the



median household income in Ballarat stood at \$1,429 per week. However, 15.7% of households earned an income of \$3,000 or more per week, indicating a concentration of wealth in a smaller segment of the community.

Compared to Regional VIC there was a larger proportion of high-income households (those earning \$3,000 per week or more) and a lower proportion of low-income households (those earning less than \$800 per week).

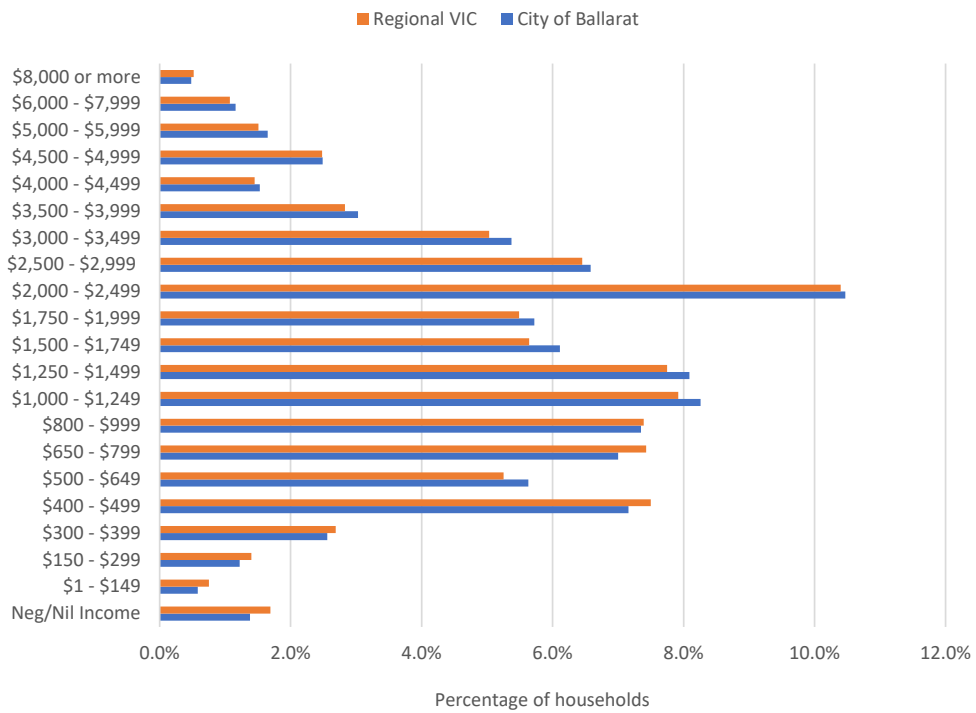


Figure 22: Ballarat - Weekly Household income (2021)

Source: Australian Bureau of Statistics, Census of Population and Housing 2021



6.1.5 Household Profiles

Ballarat's households vary in composition, comprising families, professionals, students, and retirees. This diversity in household profiles influences consumption patterns and preferences, impacting the types of services and amenities that are in demand.

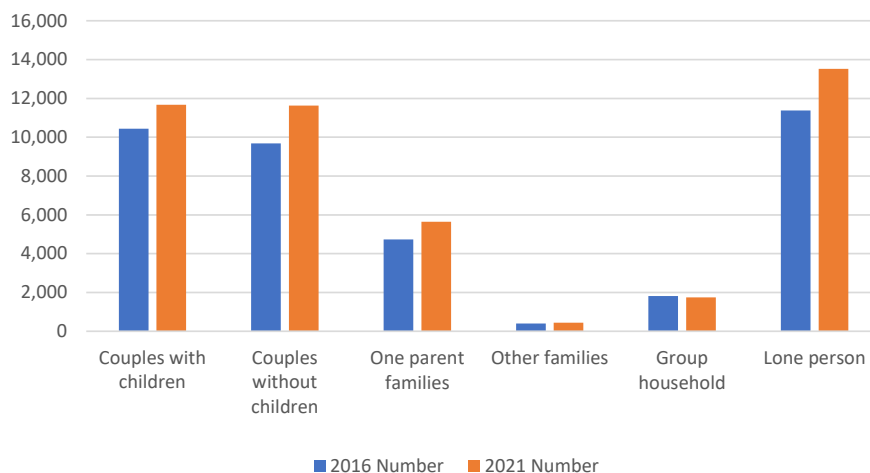


Figure 23: Ballarat – Households by Type (2016-2021)

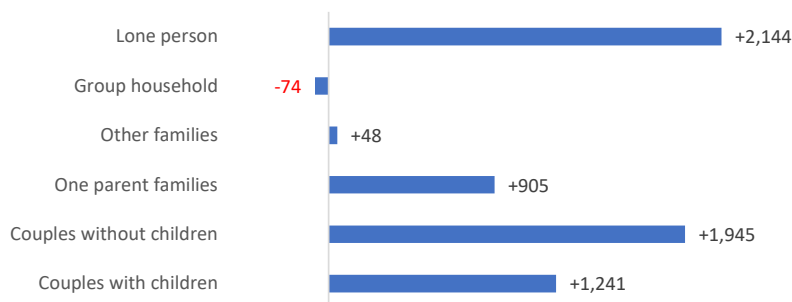


Figure 24: Ballarat – Change in Household Type (2016-2021)

Source: Australian Bureau of Statistics, Census of Population and Housing 2021

The household makeup in the City of Ballarat reflects dynamism, evident in the distribution of different household types from 2016 to 2021. Particularly noteworthy is the prevalence and significant rise in lone-person households, indicating a shift towards independent living.

Couples, both with and without children, demonstrate consistent growth, pointing to a balanced demographic transition and the city's attractiveness to families at various life stages. The modest increase in one-parent families likely mirrors the broader trend of evolving family structures observed more widely.

6.1.6 Conclusion

The dynamic and diverse population of Ballarat, as revealed through demographic profiling and trends, underscores the need for strategic alignment of airport services with evolving community needs.

Ballarat Airport Strategy and Master Plan 2024



As a vital infrastructure component, the airport must be attuned to the nuances of population growth, age distribution, income levels, and shifting household profiles.

The observed demographic shifts and urbanization patterns in Ballarat signal profound implications for the demand for airport-related services and commercial ventures. With sustained population growth, particularly outpacing regional Victoria, the airport finds itself at the nexus of a thriving and expanding community. The rise in lone-person households reflects a broader trend towards independent living, potentially influencing travel preferences. The balanced demographic transition, exemplified by the steady growth in couples with and without children, reaffirms the city's appeal across diverse life stages.

As economic development continues to attract residents, there is a foreseeable uptick in the demand for efficient travel connections.

Anticipating the projected aging population underscores the need for the airport to offer services to accommodate diverse demographic segments with varying travel motivations and spending patterns. In navigating these demographic dynamics, the airport can not only meet current demands but also proactively contribute to the city's future growth and connectivity.

6.2. Economic Overview

6.2.1 Economic Performance

Over the past five years, Ballarat has undergone significant economic growth, playing a substantial role in the prosperity of the Central Highlands region. The Gross Regional Product (GRP) is estimated to have reached \$8.3 billion in 2022. This is a 10.3 per cent growth in 2021, signalling a positive trajectory in the city's economic performance.

The Health Care and Social Assistance sector emerged as the most productive industry, contributing \$1,017 million (16.2%) to the 'Value-Added' in 2021/22. Additional significant contributors include Manufacturing, Construction, and Education and Training, accounting for 11.1%, 11.0%, and 8.3%, respectively.

Exploring the intricacies of economic sectors, Manufacturing, especially in the realm of Food Product Manufacturing, emerges as the primary contributor to output, exports, and imports. This predominant position in the manufacturing domain highlights Ballarat's strength in industrial endeavours, positioning it as a vital participant in both regional and national trade dynamics.

6.2.2 Employment

Ballarat's economic expansion has led to noticeable shifts in the employment landscape, marked by a transition from traditional sectors. Sectors like Manufacturing and Agriculture, historically significant, have adapted, giving rise to new growth areas.

Based on 2021 census data the Ballarat economy is estimated to support 61,441 jobs, representing a 3.3% annual growth rate over the period 2016-2021. Key economic drivers and growth sectors further illustrate Ballarat's evolving economic landscape. Health Care & Social Assistance is Ballarat's largest employment sector, supporting an estimated 12,289 jobs. Simultaneously, the Construction sector, with 5,916 workers, highlights the ongoing urban development shaping the city. The Retail Trade sector, supporting 7,191 jobs, plays a vital role in sustaining local commerce.



In addition to registering the highest per annum growth rate in employment over the period 2016-2021, the construction industry also had the largest number of total registered businesses in City of Ballarat, comprising 21.2% of all total registered businesses, compared to 17.5% in Victoria.

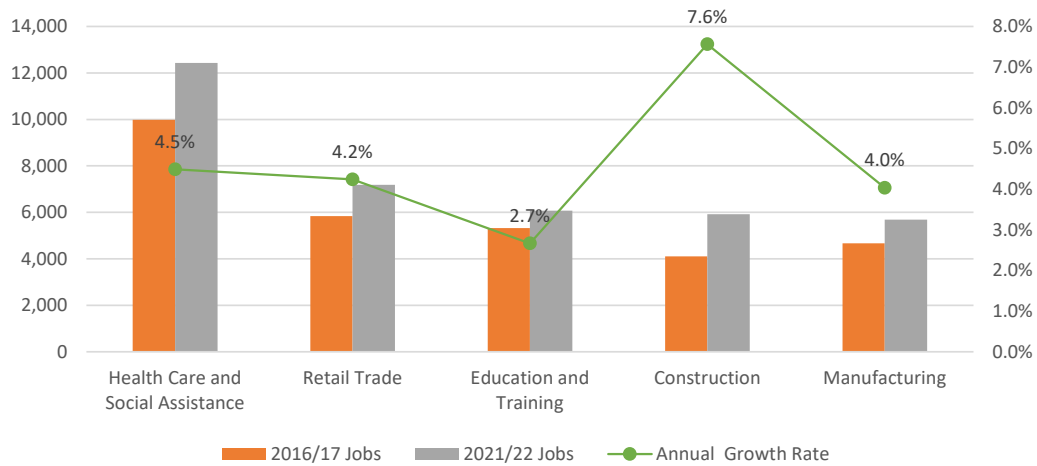


Figure 25: Ballarat – Top 5 Employment Industries (2021)

Source: National Institute of Economic and Industry Research (NIEIR) ©2023

6.2.3 Business Landscape and Entrepreneurial Culture in Ballarat

In 2022, the number of registered businesses in Ballarat reached 9,729, reflecting nearly a 10% increase compared to the figures recorded in 2021. Key industries with the most business registrations are construction, rental, hiring and real estate services and professional, scientific, and technical services. Combined they represent 43.3% of all businesses.

The business climate in Ballarat is characterized by a vibrant entrepreneurial culture, fostering the growth of small and medium-sized enterprises (SMEs). This robust entrepreneurial spirit is evident in the city's diverse business distribution, with a significant proportion falling into the non-employing and 1-19 employee categories. The prevalence of non-employing businesses and SMEs underscores the dynamic nature of the city's economic landscape.

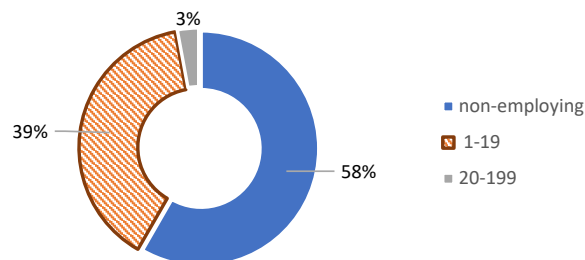


Figure 26: Ballarat – Distribution of Registered Business by Size (2022)

Source: Australian Bureau of Statistics, Counts of Australian Businesses



6.2.3.1 Strategic Sectors

Noteworthy strategic sectors contribute to the city's economic vitality. Advanced Manufacturing, an innovation-driven industry, plays a key role in economic stability. The Food and Beverage sector, emphasizing local produce and culinary diversity, attracts both residents and tourists. Information Technology, leveraging the city's digital infrastructure, represents a growing industry aligning with global technological trends.

6.2.3.2 Entrepreneurial Trends

Ballarat actively embraces emerging trends in technology, sustainable practices, and innovation. These trends, coupled with the city's commitment to fostering an environment conducive to entrepreneurship, contribute to multifaceted economic growth and development. The city's focus on knowledge-based industries, as seen in the prevalence of professional and scientific services, aligns with its forward-looking approach.

6.2.3.3 Business Distribution Across Categories

Rank	Category	Industry	Share
1	Non-Employing	Construction	19.8%
2	Non-Employing	Rental, Hiring and Real Estate Services	17.9%
3	Non-Employing	Professional, Scientific and Technical Services	9.7%
1	1-19 Employees	Transport, Postal and Warehousing	24.0%
2	1-19 Employees	Wholesale Trade	11.0%
3	1-19 Employees	Retail Trade	9.0%
1	20-199 employees	Other Services	16.2%
2	20-199 employees	Professional, Scientific and Technical Services	13.0%
3	20-199 employees	Retail Trade	12.3%

Source: Australian Bureau of Statistics, Counts of Australian Businesses

Across non-employing, 1-19 employee, and 20-199 employee categories, the business landscape in Ballarat is marked by diversity. While non-employing businesses significantly contribute to economic activity, the prevalence of SMEs, particularly in transportation, retail, and other services, highlights the city's varied economic ecosystem.

In conclusion, Ballarat's business climate is a dynamic blend of entrepreneurial energy, strategic sectors, and collaborative initiatives. The city's commitment to fostering innovation and sustainability, coupled with a diverse mix of industries, positions it as a thriving economic centre in Western Victoria. The prevalence of businesses across different employment categories underscores the city's economic resilience and potential for sustained growth.

6.2.4 Industry Sectors Driving Economic Activity

6.2.4.1 Traditional Sectors

Ballarat has a historical association with traditional sectors such as Manufacturing, which, although evolving, continues to contribute to the local economy. Agriculture, with a focus on sheep and beef grazing, remains a key component of the economic landscape.



6.2.4.2 Evolving Sectors

The ascendance of Construction, Health Care and Social Assistance, and Education and Training sectors signifies a shift in the economic landscape. These sectors have become major drivers of economic activity, reflecting changing demographic and societal needs.

6.2.4.3 Emerging Sectors with Growth Potential

1. Health Care and Social Assistance

The Health Care and Social Assistance sector stands out as a high-potential growth area. With an aging population and increasing focus on healthcare services, this sector is likely to experience sustained growth. The demand for related services, such as medical logistics and transportation, presents indirect linkages to airport facilities.

2. Education and Training

As an emerging hub for education and training services, Ballarat is witnessing growth in this sector. The demand for international student services and related infrastructure creates opportunities for the airport to support educational tourism and related services.

3. Construction and Infrastructure Development

The emphasis on Construction, particularly in infrastructure development, aligns with the city's growth. The airport plays a crucial role in supporting construction-related logistics and services, directly impacting its operations.

4. Tourism and Hospitality

Ballarat's rich historical and cultural heritage makes it a potential tourism hub. The tourism and hospitality sector, including accommodation, entertainment, and related services, presents opportunities for the airport to enhance its role as a gateway for tourists.

6.2.5 Ballarat West Employment Zone (BWEZ)

6.2.5.1 Overview

Located 7km west of Ballarat CBD, the Ballarat West Employment Zone (BWEZ) enjoys convenient access to the Ballarat-Ararat railway and seamless connectivity to the major arterial and freeway network.

Covering 438 hectares, BWEZ is strategically positioned adjacent to Ballarat Airport, forming a staged development tailored to accommodate diverse industries, including manufacturing, agribusiness, construction, freight, logistics, and research and development activities.

The Zone is poised to make a significant economic impact, with projections foreseeing the creation of up to 9,000 jobs and an annual investment of \$5 billion into the Ballarat economy.





6.2.5.2 Project Progress

- **Acacia:** A residential land development of 92 lots delivered successfully in 2022.
- **Stages 1 & 1B:** Completed with 22 lots housing various industrial businesses, funded by the State Government and the City of Ballarat. Most Stage 1 lots sold, with Stage 1B completed in June 2019. A number of high-profile businesses have purchased land in these first stages, including CHS Broadbent, Luv-a-Duck, Agrimac, Kane Transport, Findlay Engineering, Sovereign Civil, Cervus, and Pipecon.
- **Stage 2:** Comprising 23 serviced lots on 55 hectares, with select lots reserved for aviation-related industries. Based on the latest information published by Development Victoria 40% of the lots in Stage 2 have been sold to date.
- **Stages 3A & 3B:** Investigations underway, with Stage 3B exploring potential as a Circular Economy Precinct.
- **Stage 4:** Future lots located adjacent to the main entrance of Ballarat Airport.
- **Intermodal Freight Hub:** Comprising 4 serviced lots on approximately 18 hectares, strategically positioned for freight and logistics enterprises. Two lots sold, with an Expression of Interest for the remaining 2 in early 2024. Approximately 6 hectares were earmarked for the Ballarat Intermodal Freight Hub Terminal.
- **Gateway Precinct:** A 14.8-hectare super lot with a completed Expression of Interest process.

6.2.5.3 Conditions

Investors interested in purchasing and developing a site in BWEZ are required to submit an expression of interest which will be reviewed against the following criteria:

Weighted Criteria

- **Capability & Capacity 20%**
 - Experience of the respondent to deliver the proposed investment and employment outcomes.
- **Policy Outcomes 70%**
 - The number of full-time job equivalents at the completion of development with preference given to the creation of new jobs.
 - The development period with preference given to earlier timeframes period of outcomes.
 - Level of investment to be delivered with preference given to greater economic benefits.
- **Proposed Use 10%**
 - Evaluation of how the proposed use meets with government objectives for jobs and growth in Ballarat and the surrounding area.

Unweighted Criteria

- **Price** - The financial offer will be assessed on a value for money basis, taking into account the weighted criteria, the financial offer (subject to VGV approval), and any risks identified through the evaluation and due diligence process.
- **Experience** – Experience of the respondent to deliver the proposed investment and employment outcomes.



6.2.5.4 Terms

Potential investors at BWEZ must commit to agreed employment and development outcomes, together with a subdivision moratorium that will remain in place until the employment and development obligations are satisfied.

Moreover, they must agree to grant DV a call option to repurchase the site in the event that the employment, development, and subdivision moratorium commitments are not honoured.

6.2.5.5 Future Development and Aviation Implications

As BWEZ continues to evolve, its adjacency to Ballarat Airport could have implications for the development of aviation-related activities. The strategic location, alongside rail and road networks, positions BWEZ as an ideal site for logistics, including the potential expansion of aviation services. The inclusion of lots reserved for aviation-related industries in Stage 2 and the proximity to Stage 4 lots adjacent to the main entrance of Ballarat Airport may influence the development of passenger services and other aviation activities in the future.

6.2.6 Conclusion

As Ballarat strategically positions itself as a key player in regional and state economic development, its advantageous geographical location emerges as a driving force behind its economic potential and growth trajectory. Acting as a central transportation hub, the city's strategic positioning serves as a key factor in influencing both regional and state dynamics.

The city's role as a transportation hub is underscored by its central point in four major highways connecting Ballarat to Melbourne, Adelaide, Geelong, and Portland. This not only emphasises its significance in cargo and freight but also lays the groundwork for potential air travel services that could link Ballarat to broader regional and national networks. The existing connectivity attracting businesses in logistics and transportation could extend to passenger services, meeting the growing travel needs of the community and businesses alike.

Being the largest city in Western Victoria, Ballarat's size and prominence provide a solid foundation for establishing convenient air travel services. The airport's strategic proximity to metropolitan Melbourne further enhances its appeal, potentially positioning Ballarat Airport as a convenient alternative to larger airports. Moreover, the tourism potential highlighted by Ballarat's historical significance, cultural attractions, and natural beauty could be further unlocked through convenient air travel. Introducing passenger services at the airport aligns with the city's commitment to sustainable growth and economic vibrancy, offering a valuable asset for the community and businesses by facilitating efficient travel.

In conclusion, Ballarat's strategic location is pivotal in shaping its economic landscape, positioning it as a key player in the state's economic development. The city's proactive approach to fostering growth, coupled with its emphasis on emerging sectors, sets the stage for future economic prosperity. The potential for passenger services at Ballarat Airport aligns with these growth trajectories, presenting a logical and strategic step in reinforcing the city's commitment to sustainable economic development. The airport, strategically positioned, is poised to provide essential services and facilities that cater to the evolving needs of the Ballarat community and businesses, thereby contributing to the overall connectivity and accessibility that define Ballarat's economic landscape.



6.3. Visitor Economy

Tourism statistics in the State of Victoria are reported by region and sub-region. Figure 27 details the sub-regions that make up Victoria’s tourism regions. These regions form the basis of data reported from the National Visitor Survey (NVS) and the International Visitor Survey (IVS), published by Tourism Research Australia. Highlighted in yellow is the tourism sub region as defined for Ballarat.



Figure 27: Tourism Regions Victoria (2022)

6.3.1 Visitor Numbers

Ballarat attracts a significant number of visitors each year. According to the latest data from Tourism Research Australia for the year ending September 2023, there was a year-on-year increase of 5% in the total number of domestic overnight visitors to the Ballarat sub-region, reaching 856,000. This figure represents 28% of the total domestic visitors for the broader region.

Over the longer term, spanning from the year ending September 2018 to 2023, domestic overnight visitors exhibited an average annual increase of 2%.

**Table 5: Ballarat – Visitors (2018-2023)**

Visitors ('000s)	Year ending September						Ave Ann Change	Yearly Change	Share of region %
	2018	2019	2020	2021	2022	2023			
	2018	2019	2020	2021	2022	2023	2018-23	2022-23	2023
Domestic daytrip	2,122	2,417	1,278	1,488	1,691	2,232	1% p.a.	32%	72.3%
Domestic overnight	776	990	522	552	812	856	2% p.a.	5%	27.7%
Interstate	120	169	79	-	119	142	4% p.a.	19%	4.6%
Intrastate	657	821	442	474	693	714	2% p.a.	3%	23.1%
Total Domestic	2,898	3,406	1,800	2,039	2,503	3,088	1% p.a.	23%	100.0%
International overnight	21	28	-	-	-	-	-	-	-
Total Overnight	797	1,018	-	-	-	-	-	-	-
Total Visitors	2,919	3,434	-	-	-	-	-	-	-

Sources: International Visitor Survey; National Visitor Survey; Regional Expenditure Model (REX) year ending September 2023. Produced by the Tourism and Events Research Unit, DISIR, December 2023.

Please note that regional-level international data for the estimates spanning 2021-23 is presently unavailable due to survey limitations arising from pandemic-related international border closures. Consequently, 'Total Overnight' and 'Total Visitor' figures become unpublishable when data for one or more of their components ('domestic daytrip', 'domestic overnight', or 'international overnight') is unavailable or unpublishable. In instances where international overnight data is inaccessible or unpublishable, please consult 'Total Domestic' figures for the overall count of visitors to a region.

Key Observations:

- The region's tourism industry has shown resilience and growth, particularly in domestic day trips and interstate visitors.
- Domestic daytrip visitors witnessed consistent growth, surging by 32% in 2022-23, and constitute a substantial portion, accounting for 72.3% of total visitors, underscoring the significance of day trips in the region.
- Domestic overnight visitors experienced a modest rise, registering a 5% growth in 2022-23, and play a significant role, contributing to 27.7% of total visitors.
- Interstate visitors experienced a notable 19% growth in 2022-23, rebounding from the previous year's decline, and they contribute to 16.7% of overnight visitors and 4.6% of the total visitor count.
- Intrastate visitors demonstrated consistent growth, recording a 3% increase in 2022-23; they play a substantial role, contributing significantly to overnight visitors (83.4%) and the overall visitor count, holding a substantial share of 23.1%
- Continuous growth in intrastate visitors indicates the region's popularity among local travellers.
- Strategies to further boost domestic and interstate tourism could contribute to sustained growth in the tourism sector.
- The introduction of a passenger service at Ballarat airport, could significantly contribute to sustained growth in the tourism sector by improving accessibility, convenience, and attracting a broader audience.



6.3.1.1 Visitor Nights

In the year ending September 2023, domestic visitor nights to Ballarat (sub) region increased 10% year-on-year to 1.8 million nights and average length of stay was 2.1 nights per visit. Over the longer term (year ending September 2018 to 2023) visitor nights increased at an average rate of 4% per annum.

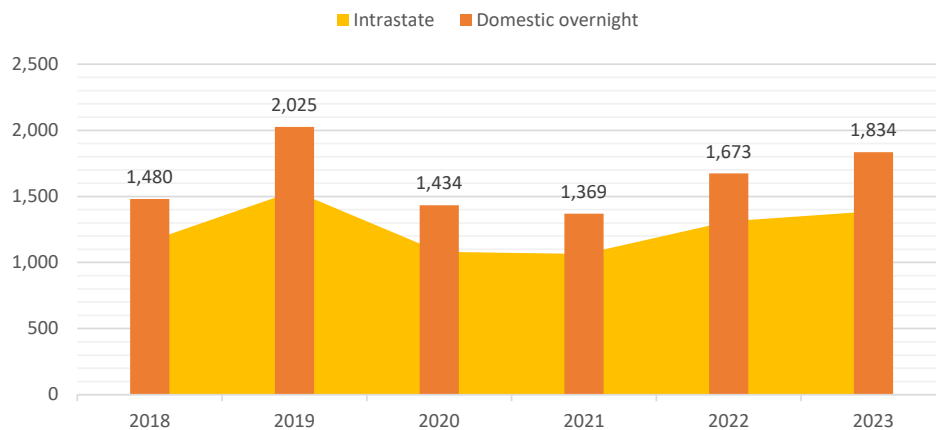


Figure 28: Ballarat – Domestic Visitor Nights (2018-2023)

Sources: International Visitor Survey; National Visitor Survey; Regional Expenditure Model (REX) year ending September 2023. Produced by the Tourism and Events Research Unit, DJSIR, December

6.3.2 Visitor Profile

6.3.2.1 Purpose of Visit

While the 'year ending September 2023' dataset did not include purpose-specific data, statistics covering the period from April 2022 to March 2023 reveal that the primary reason for overnight visits to the City of Ballarat was 'Visiting friends and relatives (VFR),' with 'Holiday' being the second-largest purpose, followed by 'business.'

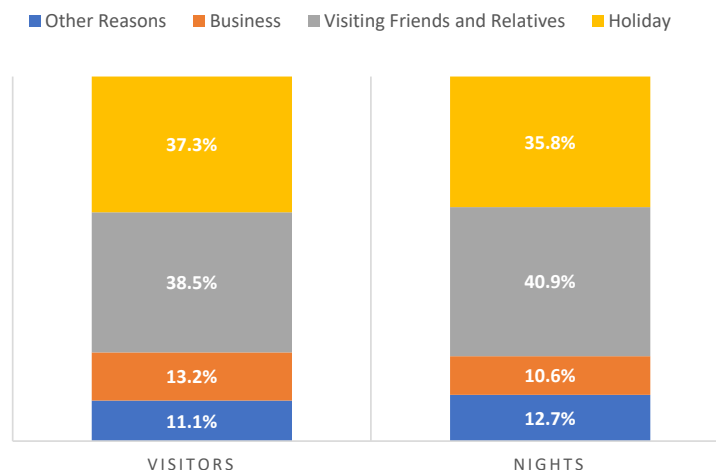


Figure 29: Ballarat – Purpose of Visit (April 2022 to March 2023)

Source: National Visitor Survey, YE Mar 23, Tourism Research Australia.



6.3.2.2 Visitor Origin

In the period from April 2022 to March 2023, the City of Ballarat experienced substantial growth in overnight visitors, as reported by Tourism Research Australia.

- Notably, visitors from the Melbourne tourism region surged impressively by 32.8%, accompanied by a modest 2.3% increase in nights spent.
- Regional Victoria played a pivotal role, contributing significantly with an 8.9% rise in visitors and maintaining a stable 32.6% share of nights.
- Furthermore, interstate visitors exhibited remarkable growth, contributing 57.8% more visitors and 27.4% more nights to the city.
- These positive growth trends underscore a growing interest in Ballarat as a destination, particularly among interstate travellers.

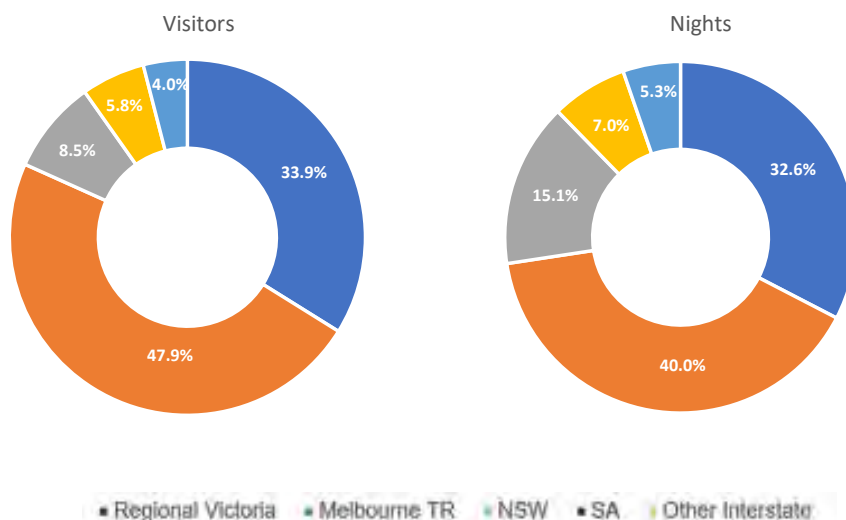


Figure 30: Ballarat – Origin (April 2022 to March 2023)

Source: National Visitor Survey, YE Mar 23, Tourism Research Australia.

Key Observations:

- The Melbourne tourism region emerges as a dominant contributor, with a significant share in both visitor numbers and nights spent in the city. The reported substantial increase in visitors from Melbourne, coupled with a moderate growth in nights, indicates a strong appeal for overnight stays among this market.
- Regional Victoria also plays a crucial role, contributing significantly to both visitors and nights. The positive growth in visitors from this region further emphasizes the broader regional attraction of Ballarat, showcasing its popularity among local travellers.
- The significant increase in interstate visitors, evident in both their share of visitors and nights spent, not only indicates a growing interest in Ballarat as a destination beyond state borders but also reflects the city's successful recovery post-COVID. This noteworthy trend suggests effective efforts to draw attention and promote the city as an appealing destination for travellers from other parts of Australia. Introducing a



passenger service at Ballarat Airport could leverage these trends by improving accessibility and catering to the growing interest from interstate travellers, thereby enhancing Ballarat's appeal as a destination.

6.3.2.3 Visitor Characteristics

Based on an analysis of the various statistics reported by Tourism Research Australia the following insights into the visitor profile of those traveling to Ballarat can be derived:

- **Accommodation Preferences:** The majority of overnight visitors prefer staying at 'Friends or relatives' properties, indicating a strong connection to local residents. This suggests a significant portion of visitors might have personal ties or connections in the area.
- **Length of Stay:** Despite a slight decrease from the previous year, the average length of stay remains relatively short at two nights. This could imply that Ballarat is attracting a mix of both short-term and potentially repeat visitors.
- **Activities:** Culinary experiences, such as dining at restaurants or cafes, are highly popular among overnight visitors. This suggests a vibrant food scene in Ballarat and highlights the importance of gastronomic attractions in drawing visitors.
- **Transportation:** A preference for private vehicles indicates that visitors value the flexibility and convenience of personal transportation. It further underscores the current necessity for travel by car. This inclination reflects the absence of passenger services at Ballarat airport and the limited accessibility of destinations of interest via public transport.
- **Travel Party Composition:** The significant number of visitors traveling 'Alone' suggests that Ballarat attracts solo travellers. Understanding the needs and interests of solo visitors can help tailor tourism offerings to this demographic.
- **Age Distribution:** The dominance of the '45 to 54 years' age group suggests that Ballarat appeals particularly to middle-aged individuals.
- **Gender Balance:** The nearly equal distribution of male and female visitors indicates that Ballarat is inclusive and appealing to a diverse audience.
- **Lifecycle and Marital Status:** The prevalence of 'Parent with youngest child aged under 15' as the largest lifecycle group aligns with the family-friendly activities available in Ballarat. The majority of visitors being married, or part of a couple further emphasizes the city's attractiveness to families.
- **Employment Status and Income:** The high percentage of visitors working full time, coupled with a substantial average annual household income, suggests a financially stable and employed visitor base. Understanding the economic profile of visitors can help shape pricing and service strategies.

6.3.3 Tourism Spend

In the year ending September 2023, the Ballarat tourism (sub) region experienced a year-on-year increase in domestic overnight spend (+11% to \$403 million), equalling \$470 spent per domestic overnight visitor and \$220 per visitor night.

**Table 6: Ballarat - Nominal Visitor Expenditure (2018-2023)**

Spend (AUD '000s)							Ave Ann	Yearly	Spend/	Spend/
	2018	2019	2020	2021	2022	2023	Change	Change	visitor	night
							2018-23	2022-23	2023	2023
Domestic daytrip	191	272	179	221	302	350	13% p.a.	16%	\$157	
Domestic overnight	243	319	141	255	361	403	11% p.a.	11%	\$470	\$220
Interstate	42	70	32	-	77	-	-	-	-	-
Intrastate	201	249	109	209	284	315	9% p.a.	11%	\$442	\$227
Total Domestic	433	591	320	476	664	752	12% p.a.	13%	-	-
International overnight	21	28	-	-	-	-	-	-	-	-
Total Overnight	797	1,018	-	-	-	-	-	-	-	-
Total Visitors	2,919	3,434	-	-	-	-	-	-	-	-

Sources: International Visitor Survey; National Visitor Survey; Regional Expenditure Model (REX) year ending September 2023. Produced by the Tourism and Events Research Unit, DJISIR, December

Comments:

- Nominal expenditure across all visitor categories demonstrates a consistent upward trajectory, indicating the sustained growth of tourism-related spending in Ballarat.
- Domestic daytrip expenditure has experienced remarkable growth and contributes significantly to the local economy, constituting 46.5% of the total expenditure in 2023.
- Expenditure by domestic overnight visitors has steadily increased and represents the majority of spending, contributing 53.5% to the total in 2023.
- Interstate expenditure shows fluctuations, with a notable increase in 2022. However, the absence of 2023 data hinders a comprehensive analysis of the overall trend.
- Intrastate visitors consistently contribute significantly. Their share of 41.9% in 2023 underscores their economic importance to the region.
- Varied spend per visitor and night figures indicate different spending patterns. Domestic overnight visitors exhibit the highest spend per visitor, suggesting potential for premium offerings.
- Overall, the data highlights the resilience and attractiveness of Ballarat as a tourist destination, with particular strengths in daytrip and domestic overnight segments.

6.3.4 New Visitor Economy Partnership

The Visitor Economy Partnership (VEP) marks a groundbreaking collaboration in Midwest Victoria, spearheaded by Tourism Midwest Victoria (TMV) as the region's newly established peak tourism body. TMV's primary objective is to drive visitation across an extensive area, covering the City of Ballarat and the shires of Pyrenees, Moorabool, Golden Plains (south of Ballarat to Rokewood), and Hepburn (Creswick and Clunes). The overarching goal is to position this expansive region as one of Victoria's premier tourism destinations, showcasing its diverse attractions, rich history, and vibrant community.

The establishment of VEPs is a direct response to the government's 'Regional Tourism Review' and 'Visitor Economy Recovery and Reform Plan', strategically designed to address challenges and seize opportunities



within regional tourism markets. VEPs, mirroring TMV's mission, seek to fortify boards, providing them with the necessary structure, resources, strategy, and scale to effectively fulfil their roles in propelling regional tourism.

A pivotal development in this collaborative effort is the merger of Ballarat Regional Tourism (BRT) with TMV. A key facet of TMV's initiatives involves crafting a comprehensive seven-year Destination Management Plan (DMP), serving as a critical strategic roadmap for the region.

TMV's financial support is derived from a blend of state government funding, contributions from local government budget cycles of partner councils, and industry partner contributions. This multi-faceted funding approach underscores the collaborative and inclusive nature of regional tourism development.

6.3.4.1 Leveraging the Visitor Economy Partnership

Ballarat, strategically located at the crossroads of major tourist routes, holds the potential to deliver a distinctive regional experience. The amalgamation of historical, cultural, and natural attractions establishes a unique appeal. Collaboration with neighbouring regions can broaden the scope of the visitor experience. Offering packages that include attractions beyond Ballarat's boundaries encourages tourists to explore the broader region, benefiting multiple local governments.

The newly established Visitor Economy Partnership presents opportunities for such collaborative initiatives. Joint marketing campaigns, event sponsorships, and even infrastructure developments can be explored to collectively boost the region's visitor economy.

Enhancing the airport's role as a gateway for tourism holds substantial potential. The airport can actively contribute to the goals of the Visitor Economy Partnership, ensuring a unified approach to tourism development. By offering visitor-centric services such as tourism information desks and travel assistance, the airport can significantly enhance the overall visitor experience. Additionally, exploring opportunities for passenger services at Ballarat Airport can further facilitate travel and experiences in the region.

6.3.5 Conclusion

In evaluating the tourism trends in Ballarat and exploring opportunities to enhance the airport's role as a tourism gateway, several key insights have emerged. The region has demonstrated resilience and growth in its tourism industry, particularly in domestic day trips. The appeal of Ballarat is underscored by its consistent growth in intrastate visitors, indicating popularity among local travellers.

Strategies to further boost domestic and, in particular, interstate tourism could contribute to sustained growth in the tourism sector. The success of regions in transitioning day trips to more lucrative overnight stays relies heavily on crucial infrastructure enhancements. A noteworthy initiative in this regard is the potential introduction of a passenger service at Ballarat airport, serving as a catalyst for growth by enhancing accessibility and convenience.

The expenditure data indicates a positive trajectory, with nominal expenditure across all visitor categories showing consistent growth. The establishment of the Visitor Economy Partnership (VEP) is a significant development, aligning with the government's strategic plans for regional tourism recovery and reform. The merger of Ballarat Regional Tourism with Tourism Midwest Victoria (TMV) and the crafting of a comprehensive Destination Management Plan (DMP) underscore the collaborative and inclusive nature of regional tourism development.



Looking forward, leveraging the newly established VEP presents opportunities for collaborative initiatives, with a focus on joint marketing campaigns, event sponsorships, and infrastructure developments. Enhancing the airport's role as a gateway for tourism holds substantial potential, and the integration of visitor-centric services can significantly enhance the overall visitor experience.

In summary, the tourism trends in Ballarat reflect positive growth, and the collaborative efforts through VEP provide a strategic framework for further development. The integration of the airport into these strategies presents a unique opportunity to facilitate travel and enhance the overall tourism experience in the region.

6.4. Connectivity & Accessibility

Ballarat Airport, located approximately eight kilometres northwest of the Ballarat town centre near the Western Freeway, is easily accessible through Airport Drive, linked to the roundabout at the intersection of Ballarat Link Road and Learmonth Road. The proximity of road infrastructure and the presence of the Ballarat-Ararat Railway in the southern part of the Ballarat West Employment Zone (BWEZ) contribute to its transportation connectivity.



Figure 31: Ballarat Airport – Local Context

6.4.1 Transportation Routes

Ballarat Airport serves as a transportation hub, intricately connected to Melbourne, Adelaide, Geelong, and Portland through four key highways, reinforcing its role as a critical transportation centre.

- Western Highway (418 kms): Links Ballarat to Melbourne, servicing western Victoria and connecting to South Australia.
- Midland Highway (452 kms): Connects Ballarat to Geelong and Bendigo, providing services to central Victoria.
- Glenelg Highway (301 kms): Establishes a link between Ballarat and Portland, servicing western Victoria.
- Sunraysia Highway (345 kms): Connects Ballarat to Mildura, offering services to western Victoria and linking to South Australia.



Figure 32: Ballarat Airport – Transportation Routes

6.4.2 Transportation Links

Ballarat Airport maintains strong transport links with Melbourne, Avalon Airport, and regional ports. The strategic location allows for a short flight time to Melbourne, Avalon, and Essendon Fields Airports, presenting potential advantages. The introduction of direct air services from Ballarat could reduce travel times, benefiting businesses and residents in Western Victoria.

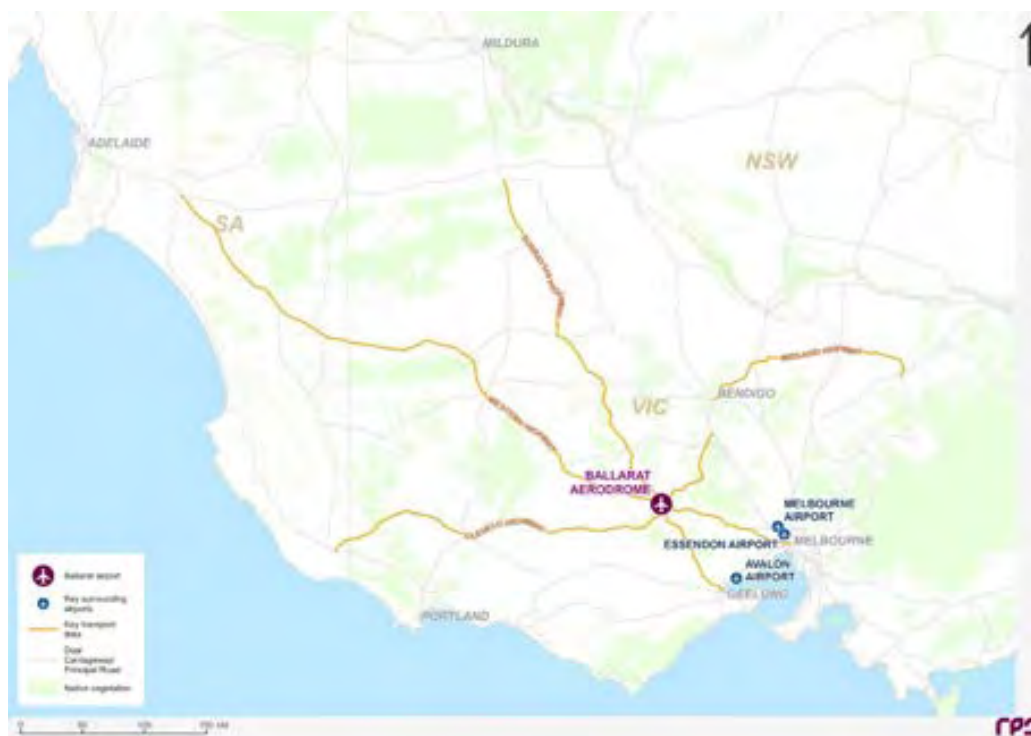


Figure 33: Ballarat Airport - Regional Links

6.4.3 Rail Systems

The Ballarat V/Line rail service, operated by V/Line in Victoria, Australia, connects passengers between the state capital, Melbourne, and the regional city of Ballarat. Upon reaching Wendouree, the service branches into the Ararat line and the Maryborough line.

The completion of the Ballarat Line Upgrade in early 2021 marked a significant milestone, resulting in the addition of 135 extra weekly services across the project area, benefiting Ballarat and the growing communities along the line. Presently, trains operate every 20 minutes during peak hours and every 40 minutes between peaks, totalling 100 services from Ballarat each week.

The Ballarat service ranks as the second busiest in Victoria, trailing the Geelong service, with a total of 2.61 million passengers transported in the 2021-22 financial year. However, the expansion of Ballarat and the western suburbs of Melbourne is exerting strain on regional rail services, leading to heightened levels of overcrowding and potential impacts on the reliability of all services operating within this corridor.

6.4.4 Conclusion

Connectivity and accessibility play a crucial role in Ballarat Airport's strategic positioning. Leveraging existing transportation networks and engaging with future infrastructure developments can position the airport as a central element in the region's economic and commercial activities. Enhancing connectivity by way of passenger and/or freight services would significantly contribute to overall growth and development in Ballarat and its surrounding areas.



6.5. Aviation Industry Insights

The aviation industry plays a significant role in contributing to both the Australian economy and society by enhancing connectivity for people, goods, knowledge, and ideas. Despite economic uncertainties, such as fluctuating jet fuel prices, low consumer confidence, and supply chain pressures, the aviation sector experienced unprecedented growth globally and within Australia in FY2023.

Throughout 2023, the operating environment for the Australian aviation sector remained challenging. However, recent promising signs indicate the stabilization of key economic indicators, including jet fuel prices and inflation. The influence of trade and tourism, especially in the Asia Pacific region, continues to be a driving force behind aviation growth.

Nevertheless, persistent challenges, such as workforce availability and supply chain constraints, pose ongoing hurdles for the Australian aviation sector. Additionally, changing societal expectations, marked by a shift away from traditional shift work in favour of increased flexible work arrangements, present workforce, and service challenges across the aviation ecosystem.

In addition to these challenges, there is a growing emphasis on social responsibility, environmental sustainability, and trust within the Australian economy. This underscores the need for a careful balance between fostering aviation growth, making strategic investments in airport infrastructure, and addressing broader social development needs.

6.5.1 General Aviation Trends

Globally, the busiest day in commercial aviation history was recorded on 6 July 2023. This is a significant milestone considering few industries were impacted as hard and were disrupted as significantly as aviation was during the COVID-19 pandemic. The industry is now experiencing a rapid recovery while still facing significant volatility and the ongoing disruptive effects of the pandemic.

While adjusting to these challenges, the overall Australian network performance in 2022-2023 (Financial Year 2023) has improved but is still below long-term average performance.

Traffic patterns and the rate of recovery has not been uniform across the Australian network. Regional airports which service domestic leisure demand, interstate migration and mining regions are experiencing strong growth. In contrast, despite a high rate of recovery, international operations at the busiest capital-city airports are still below pre-COVID levels.

The relationship between passenger growth and aircraft gauge selection will increasingly play a role in the future development and funding of aviation infrastructure and supporting services. Based on strong domestic recovery, Airservices expects domestic passenger growth to exceed pre-COVID levels in 2023-2024 (Financial Year 2024). International passenger growth is expected to be at a slower rate, given ongoing uncertainty in economic outlook globally.

With unprecedented net migrations, we are nevertheless seeing a return to growth in international services. Asia Pacific markets, especially Indian Subcontinent and Southeast Asia, are leading the recovery. In parallel to the return of growth in the traditional aviation market, the drone industry is experiencing rapid growth, necessitating ongoing development efforts to ensure the safety of the traveling public and our communities.



6.5.1.1 Domestic Performance

The figure below provides a snapshot of Australia’s top 40 airports by domestic and international passenger movements for the fiscal year 2022–23. Sydney, Melbourne, and Brisbane are the airports which experienced the most activity, with some regional airports outside of the top 30 entering and exiting the list.



Figure 34: Australia’s Top 40 Airports in 2022–23, Passengers

Source: BITRE, 2023, Aviation Statistics- Airport Traffic data

The ‘Bureau of Infrastructure and Transport Research Economics’ (BITRE) publishes monthly statistics to provide an overview of domestic (including charter) commercial aviation activity in Australia.

The data covers revenue passengers carried by Australian-registered operators of scheduled regular public transport services over Australian flight stages and fixed-wing charter operators. These estimates include passengers carried between domestic airports on international flights operated by these carriers.

Since 1983–84, the number of fare-paying passengers uplifted and discharged in Australia was steadily increasing both domestically and internationally, before a sharp drop beginning in 2019–20. 2022–23 shows a strong recovery post the COVID-19 pandemic travel restrictions.

Based on the most recent edition there were 5.55 million passengers carried on Australian domestic commercial aviation (including charter operations) in October 2023, an increase of 7.7 per cent on October 2022. Specifically focusing on Regular Public Transport (RPT) flights, 5.19 million passengers were carried in October 2023, reflecting a 7.0% rise compared to the same month in the previous year.

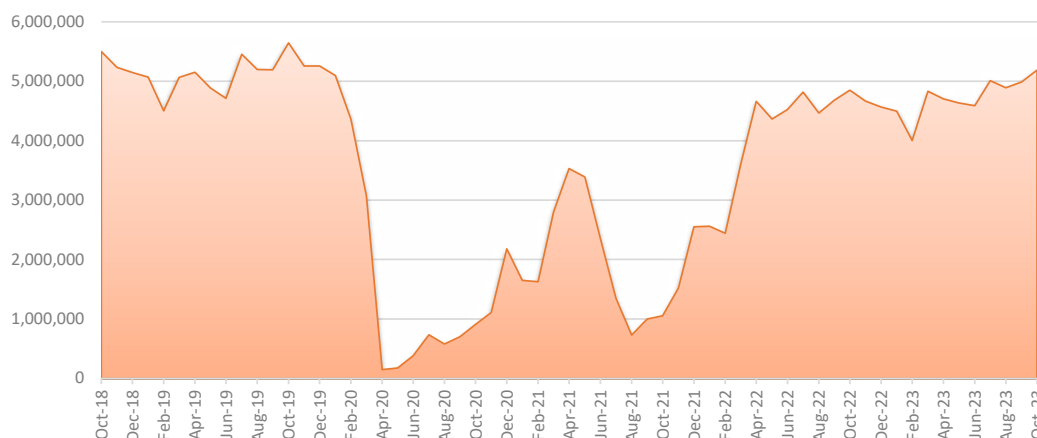


Figure 35: Australia – Passengers on RPT Flight (Oct 2018-Oct 2023)
 Source: BITRE, Domestic aviation activity, Statistical Report, October 2023

Table 6, provides a comprehensive overview of Australia's Regular Public Transport (RPT) aviation activity, highlighting key metrics and their percentage changes from Year-End (YE) October 2022 to YE October 2023.

Table 7: Summary of annual RPT activity (YE Oct 2022-YE Oct 2023)

	YE Oct 2022	YE Oct 2023	% Change
Total passengers carried (millions)	45.04	56.56	25.6
Revenue passenger kilometres (billions)	52.54	67.6	28.7
Available seats (millions)	61.16	72.56	18.7
Available seat kilometres (billions)	69.32	84.34	21.7
Load factor %	75.8	80.1	4.4*
Aircraft trips (000s)	526	609.5	15.9

* percentage point difference

Source: BITRE, Domestic aviation activity, Statistical Report, October 2023

Overall, the year ending October 2023 showed substantial year-on-year growth in Australia's Regular Public Transport (RPT) aviation activity. Notable increases in total passengers carried, revenue passenger kilometres, available seats, and aircraft trips underscore a robust expansion in the aviation sector. The 4.4% rise in load factor further points to enhanced operational efficiency and utilisation of available capacity during this period.

6.5.2 Regional Aviation Trends

The regional aviation landscape in Australia faces several challenges and opportunities that may influence the decision-making process for Ballarat Airport and similar regional airports. While larger regional airports have become sustainable hubs, serving multiple airlines, and attracting aviation-related industries, smaller towns struggle due to limited demand and market-driven solutions for regular passenger transport (RPT) and freight services. Australia's vast distances, coupled with high operating costs, airport charges, and fuel prices, contribute to the challenges, impacting underrepresented and disadvantaged communities.

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Over the past three decades, the number of airports with RPT services has declined, affecting regional connectivity. Trends suggest a potential shift towards Advanced Air Mobility (AAM) services for short routes, fostering regional hub models. Electrification of small fixed-wing aircraft may reduce operating costs on shorter routes, enhancing regional connectivity. However, challenges arise from an ageing aircraft fleet, potential 'up gauging,' and the need for decarbonisation.

Decarbonising regional aviation is being considered, with initiatives like Regional Express partnering for electric engine retrofitting. Privatisation of Local Government Areas (LGAs) has driven private sector investment, but many airports, particularly in regional and remote areas, struggle with maintenance costs. Emerging technologies like Satellite-Based Augmentation System (SBAS), drones, and AAM offer potential cost reductions and improved services but may require substantial infrastructure investment.

Government support, such as the Regional Airports Program, is critical for essential upgrades. The Regional Investment Framework emphasizes place-based decision-making, aligning with the government's net-zero ambitions. The transition to a net-zero economy, including developments in bioenergy and green hydrogen, presents opportunities for regional communities, job creation, and economic growth.

The Australian Government is investing in Sustainable Aviation Fuel (SAF) production, recognising its potential for liquid fuel security, local decarbonisation, job creation, and support for renewable energy goals. However, challenges in adopting new technologies, uncertain costs, and workforce training issues must be addressed.

Emerging aviation technologies like AAM and electric aircraft may transform regional connectivity, improving freight supply chains and reducing community isolation. Climate change resilience at airports is crucial, and the Disaster Ready Fund aims to invest in disaster resilience and risk reduction projects.

6.5.3 Victorian Domestic Routes & Airports

Qantas, Virgin Australia, Jetstar, and Rex are major domestic carriers running services between Australia's major cities. Jetstar also flies from Avalon Airport, near Geelong.

Regional airlines Qantas Link and Rex fly between Melbourne and larger regional centres such as Mildura and Albury.



Table 8: Victorian Domestic Routes

Origin Airport	Destination	Qantas	Virgin	Jet Star	Rex
Bendigo	Sydney	✓			
Melbourne	Adelaide	✓	✓	✓	✓
	Albury	✓			
	Alice Springs	✓	✓		
	Ballina/Byron Bay		✓	✓	
	Brisbane			✓	✓
	Broken Hill				✓
	Broome	✓	✓		
	Bundaberg				
	Burnie	✓			✓
	Busselton			✓	
	Cairns	✓		✓	
	Canberra	✓	✓	✓	✓
	Coffs Harbour	✓			
	Darwin	✓	✓	✓	
	Devonport	✓			✓
	Gladstone		✓		
	Gold Coast	✓	✓	✓	✓
	Hamilton Island	✓	✓	✓	
	Hervey Bay			✓	
	Hobart	✓	✓	✓	✓
	Kargooli		✓		
	Karratha		✓		
	King Island				✓
	Kununurra		✓		
	Launceston	✓	✓	✓	
	Mackay		✓		
	Merimbula	✓			✓
	Mildura	✓			✓
	Mount Gambier				✓
	Mount Isa		✓		
	Newcastle	✓	✓	✓	
	Perth	✓	✓	✓	
	Port Hedland		✓		
	Port Macquarie				
	Proserpine		✓	✓	
	Rockhampton		✓	✓	
	Sunshine Coast	✓	✓	✓	
	Sydney	✓	✓	✓	
	Tamworth		✓		
	Toowoomba				
	Wellcamp				

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	Wagga Wagga			√
	Yulara		√	
	Townsville	√	√	√
Mildura	Gold Coast			
	Melbourne	√		√
	Sunshine Coast			
	Sydney	√		
Avalon	Gold Coast		√	
	Sunshine Coast			
	Sydney		√	
Albury	Brisbane	√		
	Gold Coast			
	Melbourne	√		
	Sunshine Coast			
	Sydney	√		√

Source: Airline and Airport websites as accessed in January 2024

6.5.3.1 Competitive Airports

6.5.3.1.1 Avalon Airport

Established in 1997, Avalon Airport comprises approximately 1,750 ha of land, including land on long-term lease from the Commonwealth Government. Avalon Airport is linked to Geelong and Melbourne by the adjacent Princes Freeway.



Existing operations of the airport are currently concentrated towards the northern end of the site and all flights are accommodated on the existing north-south runway, which is anticipated to meet demand for the next 20 years.

Operations:

Since 2004, Jetstar flights have been operating at the airport.

Key Facilities:

- 1,500 car spaces, a taxi rank, and a ride-share pick-up/drop-off bay
- 2 Terminals with Cafes, retail, and other facilities
- Australian Border Force and quarantine services
- Logistics precinct with direct access to major road, rail, and Geelong Port
- New Airport Commercial Precinct (Currently leasing practical completion scheduled for 2025)

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Avalon Airport is recognised in 'Plan Melbourne 2017-2050' as a state significant Transport Gateway and is seeking Victorian and Commonwealth Government support for a new station at Avalon on the Geelong-Melbourne line.

Future aspirations include expansion of freight, engineering and maintenance services, a retail and commercial precinct and spin-off events associated with the Australian International Airshow.

6.5.3.1.2 Mildura Airport

Mildura Airport, situated in Victoria, Australia, functions as a pivotal regional gateway connecting passengers to major cities like Melbourne, Adelaide, and Sydney.

Operations:

It caters to scheduled air services provided by QantasLink and Rex Airlines. Although Virgin Australia initiated the first scheduled jet service in 2008, it was later withdrawn in 2020. Additionally, Mildura Airport hosts Cobden Air and the Mildura Aero Club.



Key Facilities:

The airport has two terminals, one for domestic flights and the other for international flights. The domestic terminal is the main terminal while the international terminal is used for seasonal flights. Other facilities include:

- Short term, long term and premium parking, taxi rank/ride-share pick-up/drop-off bay
- Café, bar, and gift shop within the main terminal
- Free Wi-Fi and charging stations
- Several car rental companies
- General Aviation Lounge located in the Domestic Terminal

6.5.3.1.3 Bendigo Airport

Bendigo Airport (BXG) is located in Bendigo East. The Airport is managed and operated by the City of Greater Bendigo with the assistance of an Advisory Group. It has two runways, 17/35 (paved) at 1,600 metres in length and 05/23 (partially paved) at 767 metres in length.

The City of Greater Bendigo, using extensive government funding, are currently undertaking the multi-stage Bendigo Airport Redevelopment Project. Stage 1 was completed in 2014, including 25 new aviation hangar sites, three new taxiways, improved road access and the installation of critical drainage infrastructure.





In Stage 2, Council is delivering a new 1,600m 'Code 3C' runway and associated taxiway, lighting, signage and fencing infrastructure. Aircraft carrying up to 70 passengers will be able to land on the new runway.

Stage 3 will focus on the construction of a contemporary business park to allow for existing businesses to expand and new businesses to be established.

In 2022, the airport secured \$4.5 million in federal funding to support the expansion of the existing airport terminal, including the addition of new departure, and waiting lounges, expanded car parking facilities, a security screening area, a baggage claim, an expanded café, and restroom facilities.

Operations:

RPT services to Sydney were introduced in 2019. Bendigo Airport currently offers eight weekly Qantas services between Bendigo and Sydney. This includes two services on a Monday and Friday.

Other operators:

Users of Bendigo Airport include Air Ambulance for fixed wing and helicopter operations, CFA and Victorian Government fire prevention and emergency operations, several flight training schools (approximately 250 students in total), maintenance, flying club, various small businesses, several private hangars, and operators that fly regularly to facilitate their own business ventures (including specialist medical services).

Key Facilities:

- Metered parking, taxi rank/ride-share pick-up/drop-off bay
- There is no public transport operating to or from Bendigo Airport
- Terminal Café
- Free Wi-Fi and charging stations
- 2 car rental companies

6.5.3.1.4 Albury Airport

Albury Airport (ABX) is located approximately 5 kilometres north-east of the city centre of Albury in New South Wales, near the state border with Victoria. It covers an area of 112ha and is owned and operated by Albury City. The airport also serves Wodonga, the neighbouring city, located on the Victoria side of the border (aligned with the Murray River). Together, the two cities function as one economic centre.



ABX is serviced by a single runway (07/25) with a paved length of 1,900m and 30m wide, fulfilling the requirements for Code 3C aircraft. The runway has turning nodes (widened on both sides to provide a total width of 45m) at both ends and at 370m from the Runway 25 threshold.

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**Operations:**

The airport provides services for RPT and GA users, Air Ambulance, RFDS, seasonal aerial firefighting operations and aircraft maintenance. There are minimal non-aviation related activities at ABX with a Local Emergency Operations Centre and Australian Air Force Cadets Squadron (96 cadets) located on-site.

The following airlines operate from ABX:

- Qantas - 3 destinations
- Regional Express - 1 destination

Key Facilities:

- Short and long-term parking, taxi rank/ride-share pick-up/drop-off bay
- As of January 2023, a regional bus service operates from the airport
- Terminal Café & Bar
- Free Wi-Fi and charging stations
- 4 car rental companies

6.5.4 Conclusion

Thriving regional aviation hubs, exemplified by the growth in larger regional airports, emphasize the potential for sustainable models that serve regional catchments and attract aviation-related industries. The entrance of new players could see increased connectivity and competition, highlighting the evolving dynamics in the regional aviation sector.

Within the context of Ballarat, a city marked by substantial population growth, there is an opportunity to strategically position its underutilised airport asset. Ballarat makes a compelling case for exploring airport development to facilitate passenger services, potentially emerging as a regional aviation hub. By leveraging its large catchment area, Ballarat can foster connectivity, drive economic development, and play a more prominent role within the broader regional aviation landscape.

Examining specific trends, like the potential shift towards Advanced Air Mobility (AAM) services and the electrification of small fixed-wing aircraft, indicates a changing landscape that could impact the decision-making process for Ballarat Airport. Opportunities may arise from technological advancements, highlighting the need for the airport to align with such progress and position itself strategically.

The focus on sustainability, government support, and the evolving economic landscape underscores the importance of strategic decision-making for regional airports. Amidst the complexities faced by the Australian aviation sector, Ballarat Airport has an opportunity to leverage its unique strengths, such as location and facilities, to carve a niche in the regional aviation landscape. Adapting to emerging trends, fostering innovation, and aligning with sustainability goals will be pivotal for Ballarat Airport's success in a dynamic and evolving regional aviation environment.

7. Commercial Opportunities**7.1. Land Development**

The potential for commercial opportunities at Ballarat Airport is grounded in substantial population growth, fuelled by net migration within Victoria and notable demographic shifts and evolving societal expectations. The city's burgeoning economic vitality, marked by a rise in business registrations and a thriving entrepreneurial



culture, is driving an increasing need for diverse commercial spaces such as offices, light industrial facilities, and warehousing spaces or land.

As businesses establish themselves in this dynamic city, the strategic positioning and connectivity of the airport emerge as pivotal factors, serving as a central hub for major transportation routes. In contrast to the limitations experienced by the Ballarat West Employment Zone (BWEZ), the airport's exceptional flexibility in land use creates a diverse array of opportunities for businesses, particularly tailored to meet the requirements of numerous small and medium enterprises in the region. This includes the potential for smaller lots with various tenure options unburdened by employment targets or development constraints.

Beyond opportunities arising from macro-economic and demographic trends, Ballarat Airport's strategic location, complemented by its existing high-volume flight school operations and potential demand from various airport occupants, those within the Ballarat West Employment Zone (BWEZ), and the envisioned establishment of a future emergency services hub, presents a distinct prospect for the development of purpose-built short-stay accommodation facilities. Tailored for visiting aviation specialists, flight training students, transiting or emergency service pilots, and individuals affiliated with the airport and BWEZ, these accommodations would not only enhance the airport's services but also contribute to overall efficiency and convenience for those engaged in aviation-related activities. Designed to meet the unique needs of these groups, the lodging would offer proximity to airport facilities, ensuring a comfortable and functional stay during their time in Ballarat.

Key Industries

Several industries are likely to drive demand for commercial land development opportunities at Ballarat Airport. These include:

- **E-commerce and Retail:** The growth of online shopping and e-commerce is driving demand for warehousing and distribution centres nationwide. Essential criteria for these facilities encompass proximity to major transportation hubs, efficient access to crucial routes, and strategic geographic positioning, all of which are met by Ballarat Airport. The airport not only excels in meeting scalability needs for growth but also offers robust security measures. Additionally, Ballarat's significant population base ensures proximity to a skilled labour force.
- **Logistics and Transportation:** Transportation, shipping, and logistics companies can leverage the airport's connectivity for warehousing facilities, supporting temporary storage during transit.
- **Manufacturing and Technology:** The logistical advantages of Ballarat Airport offer manufacturing industries a compelling proposition for their production, assembly, and storage needs. With unconstrained land availability and the region's economic growth, the airport becomes an attractive hub for manufacturing and technology companies. The evolving requirements of these industries align seamlessly with the airport's offerings, contributing to increased efficiency and supporting the region's economic development.
- **Construction and Building Materials:** The construction sector can capitalise on the airport's highly accessible location for storing building materials, equipment, and machinery, streamlining supply chain operations without having to meet stringent employment quotas.
- **Wholesale and Distribution:** Wholesale businesses and distributors gain logistical advantages by having warehouses near the airport, facilitating efficient distribution of bulk quantities.

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- **Food and Beverage, Pharmaceuticals, and Healthcare:** Industries such as food and beverage, pharmaceuticals, and healthcare can capitalize on specialized warehousing near the airport. This is crucial for storing perishable and sensitive goods.
- **Third-Party Logistics (3PL) Providers:** Outsourced logistics providers could enhance their services by utilising the airport's logistical infrastructure, managing warehousing and distribution efficiently.

7.2. Regular Public Transport (RPT) Service

RPS Group's comprehensive market analysis and trend evaluation underscores the potential for Regional Passenger Transport (RPT) services at Ballarat Airport, driven by a confluence of factors.

- The dynamic and diverse population of Ballarat, marked by significant growth and demographic shifts, necessitates aligning airport services with evolving community needs. Statistical insights into population growth, age distribution, income levels, and household profiles underscore anticipated growth in demand for efficient travel connections, particularly from a growing and diverse demographic, positioning Ballarat Airport strategically for passenger services.
- As a regional hub and the primary service centre for the Central Highlands Region, the city's strategic geographical positioning is underscored by central connections to major highways linking Melbourne, Adelaide, Geelong, and Portland. This highlights its crucial role in facilitating both cargo and potential passenger services. With the advantage of existing connectivity and serving as the primary hub for employment and commercial activities in the region, the airport is well-positioned to expand its services, addressing the growing travel requirements of the local community and businesses.
- The robust and expanding tourism sector in Ballarat, particularly in the realm of domestic day trips, underscores the significance of elevating the airport's status as a tourism gateway. Collaborative endeavours facilitated by the Visitor Economy Partnership (VEP) and strategic initiatives, such as the potential introduction of passenger services, play a pivotal role in fostering continual growth in tourism. These efforts not only provide convenient travel alternatives but also enrich the overall visitor experience, emphasizing the potential to attract increased interstate visitation and contribute to the broader success of the regional visitor economy.
- Observing the thriving regional aviation landscape, marked by the growth of larger regional airports and the potential entry of new routes, indicates evolving dynamics that position Ballarat's airport as a valuable opportunity for development into a regional aviation hub.

7.2.1 Ailevon Pacific Aviation Consulting Study

In addition to analysis by RPS, Ailevon Pacific Aviation Consulting conducted a study in 2023 to understand the catchment size for Ballarat Airport and investigate the potential for RPT service at Ballarat airport.

The outcomes of the study for Ballarat indicated that up to 1,600 residents within the catchment area were daily travellers to Melbourne Airport for air travel, with an estimated 300 of them heading to Sydney Airport from Melbourne daily.

Similar market demand assessments were conducted for two other clients in Australia, leading to the conclusion that, considering the city size and catchment areas, Ballarat Airport (YBLT) boasts a market size suitable for actively pursuing an air service. The study proposed that establishing a service to Sydney could subsequently pave the way for targeting the next largest city in the following years.



7.3. Air Freight

The airport's capability to provide airfreight services, coupled with its pivotal role in well-connected transportation networks, could present opportunities for industries in search of swift and dependable cargo transportation solutions. However, it's essential to consider general constraints that may impact the viability and scope of the air freight opportunity at Ballarat Airport.

- **Limited Capacity for General Cargo:** Unlike major international airports, regional airports like Ballarat often handle limited general cargo due to the absence of dedicated cargo planes. Air freight is frequently transported in the belly of commercial passenger flights, which may restrict the types and quantities of goods that can be transported economically. This limitation, particularly in handling non-perishable and bulky items, poses a challenge for industries relying on large-scale air freight. Despite these constraints, innovative models, as seen at Toowoomba Wellcamp Airport, showcase opportunities for air freight in Australia. The airport's good road connections and proposed links to the Inland Rail project have created air freight opportunities for agricultural and other products.
- **Cost Constraints:** Air freight is generally more expensive compared to other modes of transportation such as sea or rail. The higher costs associated with air transportation may make it economically viable only for specific types of cargo, such as perishables or high-value goods. This cost factor can limit the range of industries that find air freight services financially feasible.
- **Dependence on Commercial Airlines:** Regional airports often depend on commercial airlines for cargo transport, lacking dedicated freighter aircraft. This reliance introduces challenges tied to airline schedules, routes, and availability, potentially causing delays.
- **Competing Transportation Modes:** Ballarat boasts excellent road and rail transportation options, providing efficient alternatives for cargo movement. The availability of robust ground transportation infrastructure may divert some industries toward more cost-effective and versatile modes, reducing the exclusive reliance on air freight services.
- **Geographic Limitations:** The regional nature of the airport may result in geographic limitations, especially for international air freight. Industries requiring extensive global connectivity may face challenges in relying solely on a regional airport for their cargo transportation needs.

7.4. Aviation Related Activities

Identified opportunities for aviation-related activities include:

- A. **Terminal-Related Opportunities:** Especially relevant if Regional Passenger Transport (RPT) services are introduced, focusing on high-value uses such as car parking, car rentals, food and beverage, retail, and tourist-related services.
- B. **Higher Value Commercial Opportunities:** Involving larger land parcels suitable for substantial commercial operations like Maintenance, Repair, and Overhaul (MRO). Key components include road access, frontage, and a flexible land use approach to maximize commercial returns and attract complementary businesses.
- C. **Small Commercial Ventures:** Tailored for small operators requiring modest land parcels with a preference for road frontage and essential airfield access. Flexibility is desirable to accommodate potential expansion.
- D. **Private Hangars:** Targeting lower-value land predominantly occupied by private aircraft owners, necessitating basic infrastructure beyond airfield access. While road frontage is not mandatory, a long-term commitment from occupants, embedded in both the airport and wider community, is anticipated.



7.5. Conclusion

Ballarat Airport is positioned as a hub for a commercial opportunities and strategic developments, benefiting from the city's substantial population growth, economic vitality, and flexible land-use options. The airport is well-suited to meet diverse business needs, support its current operations, and potentially become a central hub for aviation-related activities.

In the realm of passenger services, comprehensive market analyses conducted by RPS Group and Ailevon Pacific Aviation Consulting highlight Ballarat's potential for Regional Passenger Transport (RPT) services. This potential is driven by a dynamic population, strategic geographic positioning, and tourism appeal, positioning Ballarat Airport as a key player in advancing regional connectivity.

However, challenges exist in the air freight sector, including limited cargo capacity, cost considerations, and dependence on commercial airlines. Despite these challenges, the airport demonstrates promise in airfreight services, with opportunities to explore innovative models observed in other regional airports.

With a proactive approach and strategic decision-making, Ballarat Airport has the potential to evolve into a regional aviation hub, contributing significantly to the growth, connectivity, and economic prosperity of the city and its surrounding areas.

8. Multi-Criteria Assessment (MCA)

To assess the potential of identified commercialization opportunities at Ballarat Airport, we employ a thorough and systematic approach that considers various success-contributing criteria. This approach is crucial for refining and prioritizing these opportunities.

Our comprehensive Multi-Criteria Assessment (MCA) strategically evaluates each prospect based on predefined criteria, ensuring a systematic and unbiased approach to decision-making. The goal is to identify and prioritize initiatives that align with strategic objectives and offer the greatest potential for success and positive impact.

Through this diligent process, we aim to guide the airport towards sustainable and effective commercial development, fostering growth and enhancing its role in the regional landscape.

8.1. Opportunities Long List

A diverse array of possibilities has emerged from the 'Market Analysis and Trend Evaluation'. The following list outlines various prospects identified.

Ballarat Airport Strategy and Master Plan 2024



Aviation Services

- Aircraft maintenance and repair facilities
- Hangar space for private and commercial aircraft

Logistics and Cargo Operations

- Cargo handling and storage facilities
- Distribution centres
- Freight forwarding services

Aircraft Manufacturing and Assembly

- Facilities for manufacturing or assembling small aircraft

Passenger Facilities

- Terminal buildings for passenger check-in and boarding

Retail and Hospitality

- Retail / Shops
- Cafes and restaurants

Commercial Land Use and Development

- Business and office spaces
- Light industrial units/land
- Innovation hubs encouraging collaboration in the aviation sector

Tourism and Hospitality Services

- Short term accommodation catering to airport users

Education and Training Centres

- Emergency services facilities
- Training facilities for air traffic controllers

Cultural, Arts & Community Spaces

- Art galleries or installations
- Cultural centres / Community Spaces

Government and Administrative Offices

- Customs and immigration offices
- Aviation offices

Ground Transport

- Taxi / Shuttle / Public Transport services
- Bike and Car Rental facilities
- Parking Facilities
- Electric vehicle charging stations

Emerging Aviation Technologies

- Advanced Air Mobility, drones, new propulsion methods and hydrogen fuel cell systems etc.



8.2. Evaluation Criteria

The following criteria have been established for the assessment:

1. Economic Viability:

- *Definition:* Evaluates revenue potential, job creation, economic impact on the local community and compatibility with regional economic development goals.
- *Rationale:* Essential for assessing the project's overall success.

2. Strategic Alignment:

- *Definition:* Assesses alignment with broader strategic goals and objectives.
- *Rationale:* Ensures the project contributes to overarching strategic plans.

3. Infrastructure and Transport Compatibility:

- *Definition:* Examines the compatibility with existing airport infrastructure, including the alignment with current facilities, feasibility of required modifications or expansions, and the capacity to handle increased traffic or demand.
- *Rationale:* Vital for ensuring seamless integration and promoting efficient operations.

4. Community Impact:

- *Definition:* Measures the local community acceptance and support, considering factors such as the potential for noise pollution, disturbances, and overall community impact, while also considering the social and cultural benefits to the community.
- *Rationale:* Crucial for ensuring sustained positive impact.

5. Safety/Security/Compliance:

- *Definition:* Level of compliance with aviation safety standards, security measures, and emergency response capabilities.
- *Rationale:* Paramount for successful aviation facility operation.

6. Tourism & Regional Development:

- *Definition:* Evaluation of how the opportunity contributes to tourism development and enhances the regional visitor experience, considering factors such as potential visitor attraction and overall improvement in the tourism landscape.
- *Rationale:* Key factor in regional impact and economic growth.

7. Financial Feasibility:

- *Definition:* Evaluates the levels of supportable market demand and assesses the long-term financial sustainability of the opportunity. It aims to determine whether the opportunity is economically viable in the long run.
- *Rationale:* Essential for assessing economic viability, understanding the revenue-generating potential, and ensuring sustainable long-term success.

8. Collaboration & Partnerships:

- *Definition:* Evaluates opportunities for collaboration with local businesses, government bodies, and industry stakeholders, assessing the potential for joint ventures and shared resources.
- *Rationale:* Enhances overall success and sustainability by fostering collaborative efforts and leveraging shared resources.



9. Development Risk:

- *Definition:* Encompasses uncertainties associated with market dynamics, construction challenges, design complexities, and the successful execution of marketability and exit strategies. It involves the potential hurdles and unknowns that may impact the planning, design, and implementation phases of the project.
- *Rationale:* Identifying and addressing risks is crucial for successful project implementation.

8.2.1 Rating System

The rating and weighting system is instrumental in ensuring a systematic and unbiased approach to decision-making. It allows for a quantitative assessment, emphasizing the importance of each criterion in the overall success and impact of a commercialisation opportunity. This structured evaluation process aims to identify initiatives that align with strategic objectives and offer the greatest potential for success and positive impact, ultimately guiding the airport towards sustainable and effective commercial development.

The rating system involves four key components:

1. Importance Levels:

Assigns a level of importance to each criterion, ranging from 1 (low importance) to 3 (high importance). This reflects the perceived significance of each criterion in the overall assessment.

2. Weight:

Determines the weight of each criterion by calculating the importance score (importance level) divided by the total importance score. This weight signifies the proportional significance of each criterion in the overall evaluation.

3. Scale (1-5):

Provides a rating to each criterion on a scale from 1 (low) to 5 (high), indicating the perceived significance or performance level.

4. Score:

Derives a final score for a specific opportunity by multiplying the rating given to each criterion by its assigned weight, summing up these weighted scores. This final score reflects the overall assessment of an opportunity based on the predefined criteria.



Table 9: Multi-Criteria Assessment

Opportunity	Economic Viability	Strategic Alignment	Infra/Transport Compatibility	Community Impact	Safety/Security/ Compliance	Tourism & Regional Development	Financial Feasibility	Collaboration & Partnerships	Development Risk	Overall Score
<i>Relative Importance</i>	<i>Medium</i>	<i>High</i>	<i>Medium</i>	<i>High</i>	<i>High</i>	<i>Medium</i>	<i>High</i>	<i>Low</i>	<i>Medium</i>	-
<i>Assigned Weighting</i>	<i>10%</i>	<i>14%</i>	<i>10%</i>	<i>14%</i>	<i>14%</i>	<i>10%</i>	<i>14%</i>	<i>5%</i>	<i>10%</i>	<i>100%</i>
Terminal building	4	5	5	4	5	5	3	4	2	4.1
Light industrial units/land	3	5	4	4	4	2	4	4	4	3.9
Hangar space	3	5	5	4	4	1	4	3	4	3.8
Short-term accommodation	3	4	4	4	4	4	4	4	3	3.8
Emerging aviation technologies*	3	5	4	4	4	1	4	4	4	3.8
Aircraft maintenance and repair facilities	4	5	5	4	4	1	3	4	3	3.7
Aviation Offices	4	4	4	3	5	3	3	4	3	3.7
Taxi/Shuttle/Public Transport services	3	4	3	4	4	5	3	3	3	3.6
Aviation Innovation Hub	3	4	3	4	5	3	3	4	3	3.6
Cafes and restaurants	3	3	4	4	5	4	3	3	3	3.6
Business and office spaces	4	3	4	4	5	3	2	3	4	3.6
Bike and Car Rental facilities	3	3	3	4	4	5	3	3	4	3.6
Parking Facilities	3	3	3	4	4	5	3	3	4	3.6
Electric vehicle charging stations	3	3	3	4	4	5	3	3	4	3.6
Retail/Shops	3	3	3	4	5	4	3	3	3	3.5
Art galleries or installations	2	3	2	4	5	4	3	3	4	3.4
Training facilities	3	3	3	4	4	4	3	4	3	3.4
Emergency services facilities	2	4	3	3	4	4	4	4	2	3.4
Distribution centres	3	5	3	3	4	2	3	4	3	3.4
Customs and immigration offices	2	3	4	4	5	3	3	4	2	3.4
Cultural centres/Community Spaces	3	2	2	4	4	4	3	4	4	3.3
Cargo handling and storage facilities	4	4	4	3	4	1	3	4	2	3.2
Freight forwarding services	3	4	4	3	4	1	3	4	2	3.1
Manufacturing/assembly small aircraft	3	5	3	3	4	1	2	4	2	3.0

*e.g. Advanced Air Mobility, drones, new propulsion methods such as electric, hybrid-electric, and hydrogen fuel cell systems etc.

8.3. Conclusion and Recommendations

The evaluation of commercial opportunities at Ballarat Airport, grounded in the city's significant population growth and economic vitality, extends beyond numerical scores. Each opportunity, intricately linked to the airport's strategic positioning, serves as a catalyst for regional development. The Multi-Criteria Assessment (MCA) considers not just the immediate numeric values but the intrinsic potential of each facet in fostering sustained growth and connectivity.

8.3.1 Key Findings & Recommendations

The assessment reveals a diverse array of possibilities, each with unique strengths and considerations. Prioritisation and decision-making should align with the airport's specific goals, operational requirements, and commitment to safety, security, and community engagement. Detailed below is an overview of the main opportunities identified for the airport to be considered for the Master Plan:

1. Terminal Building (Overall Score: 4.1):

- *Insight:* The high overall score underscores the robust potential of terminal development. Beyond the numbers, this opportunity signifies the gateway to passenger services, fostering economic growth and aligning strategically with the airport's and city's overarching goals.
- *Considerations:* Recommendations should underscore the terminal's role not just in facilitating air travel but in enhancing regional connectivity and contributing to the city and region's broader economic and tourism goals. Facilitating collaborative initiatives with the Visitor Economy Partnership and Tourism Midwest Victoria (TMV) could further amplify its impact.

2. Light Industrial Units/Land (Overall Score: 3.9):

- *Insight:* This opportunity aligns with the economic growth of the region and the diverse requirements of businesses. Economic viability is complemented by a nuanced understanding of the local business context, acknowledging the airport's unique advantage in land use flexibility.
- *Considerations:* Recommendations should spotlight the airport's distinction from the Ballarat West Employment Zone (BWEZ), emphasizing its exceptional flexibility. The Master Plan should allow for flexibility and adaptability to changing market demands, ensuring the airport remains a dynamic hub.

3. Hangar Space for Private and Commercial Aircraft (Overall Score: 3.8):

- *Insight:* Strong scores in safety/security/compliance and economic viability underline the importance of aviation-related services. Beyond the numbers, this opportunity signifies the critical role the airport can play in supporting local and regional aviation needs.
- *Considerations:* The Master Plan should allocate space for hangars strategically, ensuring compliance with safety standards and accommodating the flexibility needed for different types of aircraft. Community engagement efforts should focus on demystifying aviation activities, addressing potential noise concerns, and highlighting economic benefits.

4. Short-Term Accommodation Catering to Airport Users (Overall Score: 3.8):

- *Insight:* Solid performance underscores the potential for Ballarat Airport to be more than a transit point, contributing to the city's aviation-related activities.
- *Considerations:* Recommendations should clarify the accommodation's focus on aviation specialists, flight training students, and emergency service pilots, tailored to their unique needs. Proximity to airport facilities is key, enhancing overall efficiency for individuals engaged in aviation-related activities.



5. Emerging Aviation Technologies (Overall Score: 3.8):

- *Insight:* Recognising the strategic importance of emerging aviation technologies underscores the need for adaptability to dynamic advancements in this field.
- *Considerations:* The Master Plan should focus on incorporating flexibility throughout the airport infrastructure. This approach enables seamless adaptation to changing market demands and evolving technologies, positioning Ballarat Airport as a responsive and innovative hub.

6. Aircraft Maintenance and Repair Facilities (Overall Score: 3.7):

- *Insight:* In addition to achieving high scores on economic viability the inclusion of aircraft maintenance and repair facilities underscores the strategic alignment with the airport's identity as a regional aviation hub. This ensures that the airport is not only a transit point but a comprehensive service centre, meeting the diverse needs of the aviation community.
- *Considerations:* The Master Plan should foster consider future scalability and promote synergies with other aviation-related activities, facilitating streamlined coordination and collaboration between maintenance and repair functions and other airport services.

7. Taxi/Shuttle/Public Transport Services (Overall Score: 3.6):

- *Insight:* Balanced scores highlight the integral role of transportation services, aligning with the airport's position as a central transportation hub.
- *Considerations:* The Master Plan should consider the optimisation of transportation services, emphasising safety, accessibility, and fostering collaboration with local transport providers.

8.3.2 Holistic Master Plan Recommendations

Detailed below are a number of holistic recommendations for the future operation and development of the airport to be considered for the Master Plan:

- **Strategic Integration with Local Trends:** The Master Plan should strategically integrate identified opportunities with local economic trends, emphasizing the airport's role in supporting businesses, fostering entrepreneurship, and aligning with evolving societal expectations.
- **Tailored Community Engagement:** Acknowledge the diverse impacts of each opportunity on the community. Community engagement efforts should be tailored to address specific concerns and highlight the positive contributions these opportunities bring to local businesses, employment, and overall well-being.
- **Flexibility for Emerging Industries:** Design the Master Plan with flexibility to accommodate emerging industries, considering the city's thriving sectors such as e-commerce, technology, and manufacturing as well as the dynamic advancements in emerging aviation technologies. The airport should be positioned as a versatile hub that can adapt to the changing needs of these industries.
- **Promoting Sustainable Practices:** Emphasise sustainable practices in the Master Plan, aligning with global trends and the city's commitment to environmental responsibility. This includes considerations for energy-efficient infrastructure, waste management, and transportation options.
- **Strategic Positioning as a Regional Hub:** Ensure the Master Plan positions Ballarat Airport not just as a local facility but as a vital regional hub. Collaboration with regional stakeholders, consideration of regional connectivity, and alignment with broader economic development goals are essential elements.
- **Continuous Monitoring and Adaptation:** Establish mechanisms for continuous monitoring and adaptation of the Master Plan. This proactive approach ensures that the airport remains responsive to evolving economic, social, and industry dynamics.



The Ballarat Airport Master Plan, far more than a static blueprint, should embody a dynamic strategy integrated with local trends, prioritising community well-being, and solidifying the airport's role as a pivotal player in regional development. Beyond addressing immediate needs, the Master Plan holds the potential to serve as a catalyst for sustained growth, enhanced connectivity, and overall economic prosperity in the region.

To solidify these aspirations, the Master Plan must actively foster collaboration and partnerships, leveraging expertise and resources. Striking a delicate balance between economic viability, strategic alignment, and community impact is paramount. Incorporating regular reviews and adaptations based on changing circumstances and industry trends will ensure the sustained success of the airport. Ultimately, embracing a holistic approach that considers the interplay of various opportunities positions the airport for enduring long-term growth and meaningful community benefit.

9. Strategic Vision, Objectives and Projects

Based on the findings of the situation analysis, stakeholder consultation, market analysis and trend evaluation, commercial opportunities analysis and multi-criteria assessment, the following vision and objectives have been developed for the airport.

9.1.1 Vision

Ballarat Airport is a vital aviation hub servicing western Victoria, which will be enhanced to support improved connections for the community, and commercial diversification with tangible economic benefits for the region. These enhancements will respect the airport's historical and social setting, and ensure continual regulatory compliance.

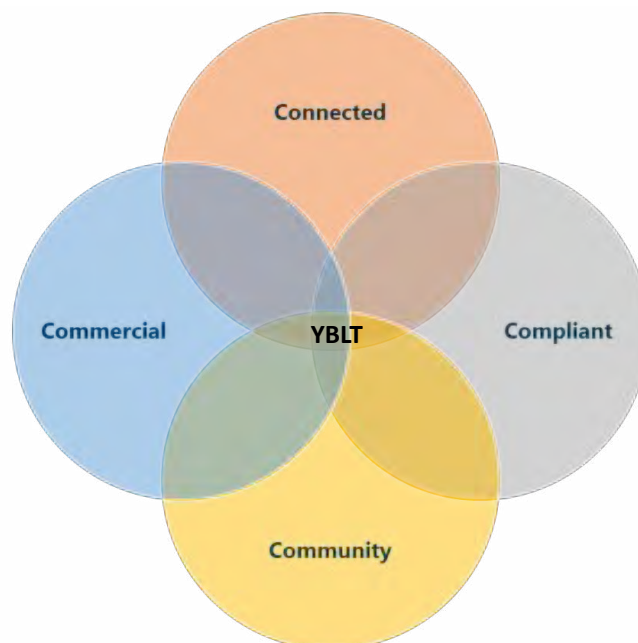


Figure 36: Strategic Vision Diagram

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9.1.2 Objectives

The implementation of the following objectives will assist in achieving the vision:

Pursue Revenue Opportunities (e.g. RPT service, commercial development of surplus land, aviation and non-aviation opportunities where appropriate)

Ensure Safety & Compliance (e.g. effective corporate governance, airport user group, CASA requirements, environmental regulations etc.)

Plan for Infrastructure Upgrades (e.g. new taxiways, runway pavement upgrade, new terminal site etc.)

Identify Development Constraints (e.g. review planning controls, reduce heritage restrictions, exemptions for appropriate development)

Consider Surrounding Community (e.g. impacts on community including noise, introduce fly neighbourly advice)

Safeguard Airport Operations (e.g. review safeguarding policies and controls, consider NASF guidelines)

Consider Emerging Aviation Technologies (e.g. Advanced Air Mobility, drones, new propulsion methods such as electric, hybrid-electric, and hydrogen fuel cell systems etc.)

9.1.3 Key Projects

Based on the Strategy Plan, a number of specific airport infrastructure upgrade projects have been identified as beneficial to facilitate future growth and development of the airport over the 20-year Master Plan period, in accordance with the vision and objectives outlined above. The projects are:

1. Upgrading of existing 1,250 metre section of Runway 18/36
2. Refurbishment of existing aircraft apron and airport terminal building
3. Development of north-west airport precinct
4. Remediation and development of southern general aviation precinct
5. Airport security upgrade
6. Construction of airport terminal, car park and apron area
7. Development of a heritage precinct
8. Construction of a Category C taxiway from Taxiway A to Runway 18 threshold
9. Services infrastructure upgrades
10. Runway 18/36 starter extension.

These projects form an essential part of this Master Plan and are discussed in detail in Section 12 of this report.

The actual implementation and timing of proposed developments and upgrades will depend on demand triggers, an assessment of forecast market conditions, commercial discussions, and approval processes. Council should liaise closely with aviation operators and other key stakeholders to discuss the timing and priority of investments. Commercial developments will be aligned with market demand and opportunities which may arise and would generally be the subject of a detailed business case.

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However, the replacement of the existing 1,250 metre section of Runway 18/36 (Project #1) is the most critical of all the development projects (approx. \$12 million investment). This was contemplated in the 2013 Master Plan and the runway is now beyond its operational life. Failure to replace this section of the runway could result in the loss of existing operators, including emergency services providers e.g. RFDS, and will constrain future opportunities. However, the dominant purpose for upgrading the runway is to maintain essential services. The introduction of airline passenger services is an opportunity which may flow from the increased capability but is not the basis for completing stage 2 of the runway upgrade program.

The City of Ballarat is not proposing to construct an emergency services hub (or similar) but will support the plans of an airport tenant who has indicated a desire to do so. The opportunity for Ballarat Airport to become a Large Aerial Tanker (LAT) base may also be possible following completion of the runway upgrade and Ballarat's location in relation to the fire risk areas makes that a compelling proposition.



PART C: MASTER PLAN

10. Critical Airport Planning Criteria

This section provides an analysis of the airport against relevant airport planning criteria to help guide the Master Plan and achieve the strategic vision and objectives. Key issues and recommendations are highlighted in **bold text** and are discussed further in the subsequent sections. The key recommendations will also form part of the implementation plan set out in Section 14.

10.1. Forecast of Future Operations

Section 3.4.12 highlighted that in 2023 it is estimated that there were 53,900 aircraft movements which created the basis of the forecast of future operations. According to the Bureau of Infrastructure and Transport Research Economics (BITRE) regional aviation grows between 1-2% annually which created the basis of the forecast. It was deemed appropriate to apply a 1.5% growth rate to overall movement numbers to determine the forecast for 2043 to have a total of 72,595 annual aircraft movements.

10.2. Aerodrome Reference Code

The current Aerodrome Reference Code is 3C, with outer main gear wheel span (OMGWS) between 6 m and 9 m. The following Table 10 summarizes the ARC values, as well OMGWS limits for the three runways of the airport.

Even after the completion of Runway 18/36 extension the airport will remain of category 3C, due to the fact that the runways are 30 m wide (the requirement for Code 4 runways is a 45 m minimum runway width).

Table 10: ARC reference codes for each runway

Runway	ARC number	ARC letter	OMGWS	PCN
RWY 18/36	3	C	OMGWS 6 m up to but not including 9 m	6/F/B/450/U (65 psi) (MTOW 5,700 kg)
RWY 05/23	3	B	OMGWS 6 m up to but not including 9 m	6/F/B/450/U (65 psi) (MTOW 5,700 kg)
RWY 13/31	1	A	OMGWS up to but not including 4.5 m	N/A

10.3. Design Aircraft

The main design aircraft which has been considered for the development of the Master Plan is the Bombardier Dash 8 Q400, which is a Code 3C aircraft. Table 11 shows the main characteristics of other regional aircraft up to Code 3C which could operate at the airport.



Table 11: Examples of design aircraft

Aircraft	ICAO Code Number	ICAO Code Letter	OMGWS [m]	Length [m]	Wingspan [m]	Pax capacity	ACN values (Min. Weight – MTOW)
Saab 340	3	B	6 – 9	19.7	21.5	34	4 – 7
ATR-72	3	C	4.5 – 6	27.2	27.1	68	6 – 12
Dash 8 Q400	3	C	9 – 15	32.8	28.4	74	8 – 16
Embraer E170 STD	3	C	6 – 9	29.9	26.0	78	10 – 23
Fokker 100	3	C	6 – 9	35.5	28.1	109	13 – 27
Boeing 717	3	C	4.5 – 6	37.8	28.4	134	17 – 34

The Bombardier Dash 8 Q400 has an OMGWS in the range between 9 m and 15 m. Hence, theoretically, it could not operate from the airport (the minimum runway width for such types of aircraft would need to be 45 m). However, airlines can apply for specific exemptions which allows them to operate this aircraft type from airports with narrower taxiways and runway. For instance, regular Dash 8 Q400 flights operate to and from Horn Island (QLD), Karara (WA), Prominent Hill (SA), Gruyere (WA), Armidale (NSW), Roma (QLD), Moranbah (QLD); all of those airports have runways which are only 30 m wide.

The current runways are not able to accommodate regular movements of the aircraft specified in Table 11, due to the limited strength (PCN) values. Planned pavement upgrade works on the original section of Runway 18/36 will improve the PCN value and allow for the regular operations of category 3C aircraft such as the Dash 8 Q400.

However, occasional operations of larger aircraft, such as the Boeing 737 or Airbus A320 could also be envisioned for the airport. An 1,800 m long, 30 m wide runway is sufficient for operating such aircraft, although with limitations on the MTOW. For instance, for the Boeing 737 the maximum allowable take-off weight would be 68 tons, compared to an absolute MTOW of 82.6 (18 % decrease), where for the Airbus A320 it would be 75 against a MTOW of 78 (4 % decrease). For example, Jetstar, Qantas and Virgin operates regular B737-800 flights to and from Hamilton Island (QLD), which features a 1,764 m x 45 m runway.

10.4. Navigation Systems

There are no ground-based navigation aids for the airport, as the existing Ballarat NDB has been decommissioned. The two RNAV instrument approach procedures for Runways 18 and 36 are GPS based.

10.5. Aircraft Movement Area

The airport presents one main apron area, located to the south of the threshold of Runway 05. Two rows of hangars have access to the main apron. A loop taxiway allows for aircraft circulation on the tarmac, creating a small general aviation parking space between the taxilanes. Further aircraft parking space is available on the north end of the paved area of the apron. A refuelling facility is also present on the north side of the apron.



Two other smaller aprons are located to the east of Runway 18/36. For the northern apron, there are 7 hangars with direct access to the apron. The southern apron, also referred to as the Rex apron, is used for parking the training aircraft for the Rex flight academy. Figure 37 shows the aprons of the airport.

The Main Apron will need to accommodate one or two design aircraft (Bombardier Dash 8 Q400), during the initial operations of RPT out of the existing terminal building. This is discussed further in Section 12.2.

Recommendation: Prepare the planning and design process to create one/two new parking bays for aircraft up to the Bombardier Dash 8 Q400 on the main apron.



Figure 37: Aprons of Ballarat Airport

10.6. Pavement Strength

Table 12 summarises the current pavement strength values for the two runways of the airport. Runway 13/31 consists of natural surface (grass), without formed pavement.

**Table 12: Runways PCN values**

CAN/PCN strength rating	RWY 18/36	RWY 05/23
PCN value	PCN 6	PCN 6
Pavement type	F	F
Pavement subgrade	B	B
MTOW allowable	5700kg	5700kg
Maximum tyre pressure value	450kPa / 65psi	450kPa / 65psi
Tyre pressure category	Z	Z
PCN evaluation method	U	U

For Runway 18/36, the PCN value will increase once the necessary upgrade work on the original section of the runway is completed, the aim being to provide for the regular operations of category 3C aircraft such as the Dash 8 Q400.

No pavement strength data is available for the taxiways, nor for the apron.

Recommendation: Complete a taxiway and apron pavement strength evaluation on the existing infrastructure.

Recommendation: Complete the runway strength evaluation after the runway upgrade project.

10.7. Aviation Support & Landside Facilities

Refuelling facilities are provided by Field Air (JET A1) and Ballarat Aviation Group (AVGAS). The other landside facilities include the Ballarat Aviation Museum and the Ballarat Aeroclub.

10.8. Passenger Terminal

No RPT services are present at the moment for Ballarat airport. However, an existing terminal building is present, with direct access to the main terminal building. Figure 37 and Figure 38 show a picture of the building, as well as the floor plan.



Figure 38: Existing Terminal Building



Figure 39: Existing Terminal Building - Internal Plan



The terminal building is in good condition, and it features a main lounge space, toilets, outside space, connection with apron and dedicated car parking. However, it is deemed too small to allow the operations of a fully loaded Bombardier Dash 8 Q400. Hence, a renovation / expansion work would be required, in order to allow for the operation of RPT services. As an alternative, or in the medium to long-term, a new purpose-built terminal site may be required to accommodate a future RPT service.

Recommendation: Prepare the planning and design process for the refurbishment and renovation of the existing terminal or the establishment of a new terminal site to accommodate a future RPT service.

10.9. Security Requirements

Currently, part of the airfield is secured by a 1.2 m chain-link fencing with lockable gate access.

However, in order to allow for the start of RPT services, there is need to improve the airport’s security requirement, increasing the level to Tier 2 or Tier 3 airport. This will imply the construction of a completely secured and enclosed airport border fence, together with security gates. The passenger terminal will need to have security screening machines, for the security checks on departing passengers and luggage.

Recommendation: Prepare the planning and design process for the security upgrade works needed for the commencements of RPT services.

10.10. Airspace Protection Surfaces

As a certified aerodrome, Ballarat Airport has to monitor and control intrusions into the Obstacle Limitation Surface (OLS) as defined by the airport’s OLS chart. An annual survey provides obstacle data that is used as part of the vegetation management plan to trim trees.

An example of the survey results is shown in the following Figure 40.



Figure 40: Example of Annual Obstacle Survey

Recommendation: Confirm a suitable clearance buffer is in place to reduce the frequency of annual trimming the same trees.

Recommendation: Future development of the airport must be assessed against the OLS chart to ensure it does not intrude into the airspace protection surfaces.



10.11. Environmental & Heritage Sites

As outlined in Section 3.5, Ballarat Airport has been found to contain the following environmental and heritage sites, values or overlays:

- Protected flora and fauna
- Victorian Heritage Register (VHR H2113)
- Heritage Overlay HO190 – Former Ballarat RAAF Base
- Aboriginal Places (four Aboriginal places were identified during the Aboriginal Cultural Heritage Assessment conducted for the Ballarat West Employment Zone by Biosis Research in October 2010).

Recommendations: Before any development on the airport, the outcomes and recommendations of the previous flora and fauna studies and Aboriginal Cultural Heritage Assessment, as well as the provisions associated with the Victorian Heritage Register and Heritage Overlay HO190 should be carefully reviewed and considered. Further investigations and possibly approvals may be required before development can proceed on some parts of the airport site.

11. Airport Land Use Plan

This section discusses the land use plan for the airport including the precincts and guidelines to be considered.

11.1. Land Use Overview

The land use plan forms the basis of the Master Plan for future uses and outlines the precincts and development objectives within those precincts. The land use plan assists in planning for the future use of the airport and is based on the previous Master Plan, stakeholder consultation and further analysis. There are six (6) precincts identified for Ballarat Airport for future planning purposes:

- Airfield (AF)
- Airport Core (AC)
- Southern General Aviation Precinct Expansion (GAE)
- Future Passenger Terminal and Apron Area (FPT)
- North-East Development Precinct (NW)
- BWEZ Aviation Interface (AI)

It is noted that the number of precincts has been condensed from the previous Master Plan. A number of the previous precincts have been combined where they have the same planning objectives and create a more succinct land use plan. They also account for new information and the new direction Ballarat Airport aims to achieve as set out in this document.

The following sections highlight the different characteristics and planning objectives of the precincts.

11.2. Land Use Precincts

The proposed Land Use Precincts Plan is attached in Appendix F. This forms the basis of future use and development on the site. Future land use on the airport should align with the Land Use Precincts Plan, General Land Use Guidelines and the Planning and Heritage Controls outlined in this section.

**11.2.1 Precinct AF: Airfield**

The precinct contains the two bitumen runways (18/36 and 05/23) and associated taxiways, making it the most critical precinct for the airport. Runway 18/36 is a Code 3 instrument non-precision approach runway and must be protected to at least 280m (runway strip width (RSW)). Runway 05/23 is a Code 3 non-instrument runway and must be protected at least 90m (RSW). Both runways are correctly marked with gable markers located 90m wide. Runway 13/31 is not a feature of this precinct as it is planned to be decommissioned as part of development of the north-west precinct.

The precinct width is significantly larger than the runway width to include the current main taxiways as well as reserve space for other connecting Code B and Code C taxiways which is discussed further in Section 12.6.

11.2.2 Precinct AC: Airport Core

The Airport Core Precinct comprises Precincts A3, A4, A5, A6, B2 and the northern half of A7 from the previous Master Plan combined into one precinct. This precinct encompasses all the core aviation business and support facilities.

The area has 15 hangers, two apron areas, taxi lanes, taxiways, an air museum, parking and office buildings for the airport operators. The site is used by long-term tenants and local aviation businesses. The site is planned to remain relatively unchanged unless the need to establish a temporary RPT location is determined. This would result in an upgrade to the terminal building and potential extension to the main apron which is discussed further in Section 12.2.

The addition of Precinct B2 from the previous Master Plan is for the provision of a potential short-term accommodation site which was highlighted in Section 8.3.1 as a recommendation based off the MCA for commercial opportunities.

11.2.3 Precinct GAE: Southern General Aviation Precinct Expansion

The Southern General Aviation Precinct Expansion Precinct is the southern half of A7 from the previous Master Plan. This location is ideal for the expansion of GA activities and involves the development of hangers, aprons, taxilanes, a taxiway and utilities. The area will only facilitate Code A and B aircraft activities. A new access road is a feature of this precinct connecting Gladys Way to Airport Road via the most eastern road perpendicular to Fairbairn Street, which was planned in the previous Master Plan. The facility development plan for this precinct is discussed in Section 12.3.

As per the previous Master Plan, the area currently has a maintenance depot utilising former WW2 buildings located in the south-west corner of the precinct. Previous heritage advice indicated that retention of the building is encouraged but not required (subject to heritage approval). When the demand results in the need for this land to be developed the huts may need to be used or relocated into the community side of the airport.

11.2.4 Precinct FPT: Future Passenger Terminal and Apron Area

The Future Passenger Terminal and Apron Area Precinct is planned for the same area as the previous Master Plan (A8). The land is ideal for development to accommodate RPT services for Ballarat and other larger aircraft activities. It involves a terminal building, carpark, Code C taxiways and an apron area that can accommodate two Code C aircraft. There is land available for an apron extension to accommodate a third Code C aircraft if required in the future.

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The facility development plan for this precinct is discussed in Section 12.5.

11.2.5 Precinct NW: North-West Development Precinct

The North-West Development Precinct was Precincts A9, A10 and part of A1 in the previous Master Plan. The significant change is the decommissioning of the grass Runway 13/31 to allow for light industrial and some aviation-related development on the site.

Aviation development including Code B and Code C hangers and aprons, and a Code B taxiway are planned to front onto Runway 18/36 and Runway 05/23. This allows approximately 43 hectares for non-aviation related development. However, this land must take into account the OLS which buildings and structures must not intrude into.

Further flora and fauna study would have to be conducted before development of this precinct as the previous Biosis study identified this area had the habitat of endangered species which was discussed in Section 3.5.1.

Recommendation: Complete further flora and fauna study before decommissioning Runway 13/31 to determine if endangered species are located on the site and the impacts to development if any.

11.2.6 Precinct AI: BWEZ Aviation Interface Sites

The BWEZ Aviation Interface Sites Precinct is Precinct A12 from the previous Master Plan with some additional land south of Airport Road. The additional land south of Airport Road is a site that an airport tenant is developing as a mixed-use facility. It will require a Code C apron and taxiway to connect it to Runway 18/36. There is a possible opportunity for this site to be used as an emergency service hub or interim passenger service terminal.

The area north of Airport Road follows the previous Master Plan in that the site is on BWEZ land and part of its Master Plan. The lots are reserved for aviation-related businesses and have airside access. Most of the lots are still available and careful planning and control will need to be established between the owner of the land and the Council to ensure they comply with aviation regulations and OLS requirements considering the closeness to Runway 18/36.

Recommendation: Ensure that the planning and design of development in Precinct AI: BWEZ Aviation Interface Sites is undertaken in accordance with MOS 139.

11.3. General Land Use Guidelines

The use and development of the precincts should comply with the general land use guidelines which are below:

- Future use and development must comply with the Master Plan and be compatible with ongoing airport operations.
- Land should be reserved for its designated use in accordance with the Land Use Precincts Plan and associated guidelines.
- A detailed precinct development plan should be prepared prior to development in any individual precinct.
- Environmental and heritage constraints need to be confirmed and managed.
- Ensure that appropriate utility services are provided for new development.
- Ensure that industrial activities do not produce air emissions that are likely to impact on aviation activities.

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- Ensure that building lighting does not impact on aviation operations.
- Ensure that landscaping is not bird-attracting.
- Ensure that buildings do not exceed the heights specified in the Obstacle Limitation Surfaces (OLS) chart that will impact on flight paths or airport operations.
- Ensure that land uses are not sensitive to aircraft noise having regard to the ANEF contours.
- Ensure that convenient, safe and efficient vehicle access is provided within and to the site.

11.4. Heritage Controls

As highlighted in Section 3.5, the entire Ballarat Airport site has heritage controls over it (both Victorian Heritage Register and Planning Scheme Heritage Overlay). Stakeholders have advised that these controls delay and restrict development on the airport site.

There are only specific areas of the airport site where there are existing WW2 buildings, and significant areas where there are no such buildings, including the North-West Development Precinct. It would be beneficial for the Council to seek a review of heritage controls to limit their coverage to areas where there are existing heritage buildings, to reduce heritage restrictions or allow for exemptions for appropriate development in accordance with this Master Plan. This will assist in facilitating development of the airport in accordance with the vision and objectives of this Master Plan.

Recommendation: Seek a review of the existing heritage controls to reduce inappropriate development restrictions on the airport site.

12. Facilities Development Plan

This section describes the new facilities, both landside and airside, which are planned for Ballarat Airport over the 20-year Master Plan period. It describes the required upgrades to the existing infrastructure which are needed to facilitate the future growth and development of the airport.

The main developments and upgrades, which are shown in Figure 41 (and Appendix G), are presented in the following list.

1. Upgrading of Runway 18/36
2. Refurbishment of Existing Aircraft Apron and Airport Terminal Building
3. North-West Development Precinct
4. Southern General Aviation Precinct Expansion
5. Airport Security Upgrade
6. Future Passenger Terminal and Apron Area
7. Development of a Heritage Precinct
8. Runway 18/36 Parallel Taxiway
9. Services Infrastructure Upgrades
10. Runway 18/36 Starter extension

As previously stated, the actual implementation and timing of proposed developments and upgrades will depend on demand triggers, an assessment of forecast market conditions, commercial discussions, and approval processes. Council should liaise closely with aviation operators and other key stakeholders to discuss the timing and priority of investments. Commercial developments will be aligned with market demand and opportunities which may arise and would generally be the subject of a detailed business case.



The review of the Master Plan every five years will enable Council to periodically reassess project priorities and timeframes, thereby validating forecasts and development requirements.

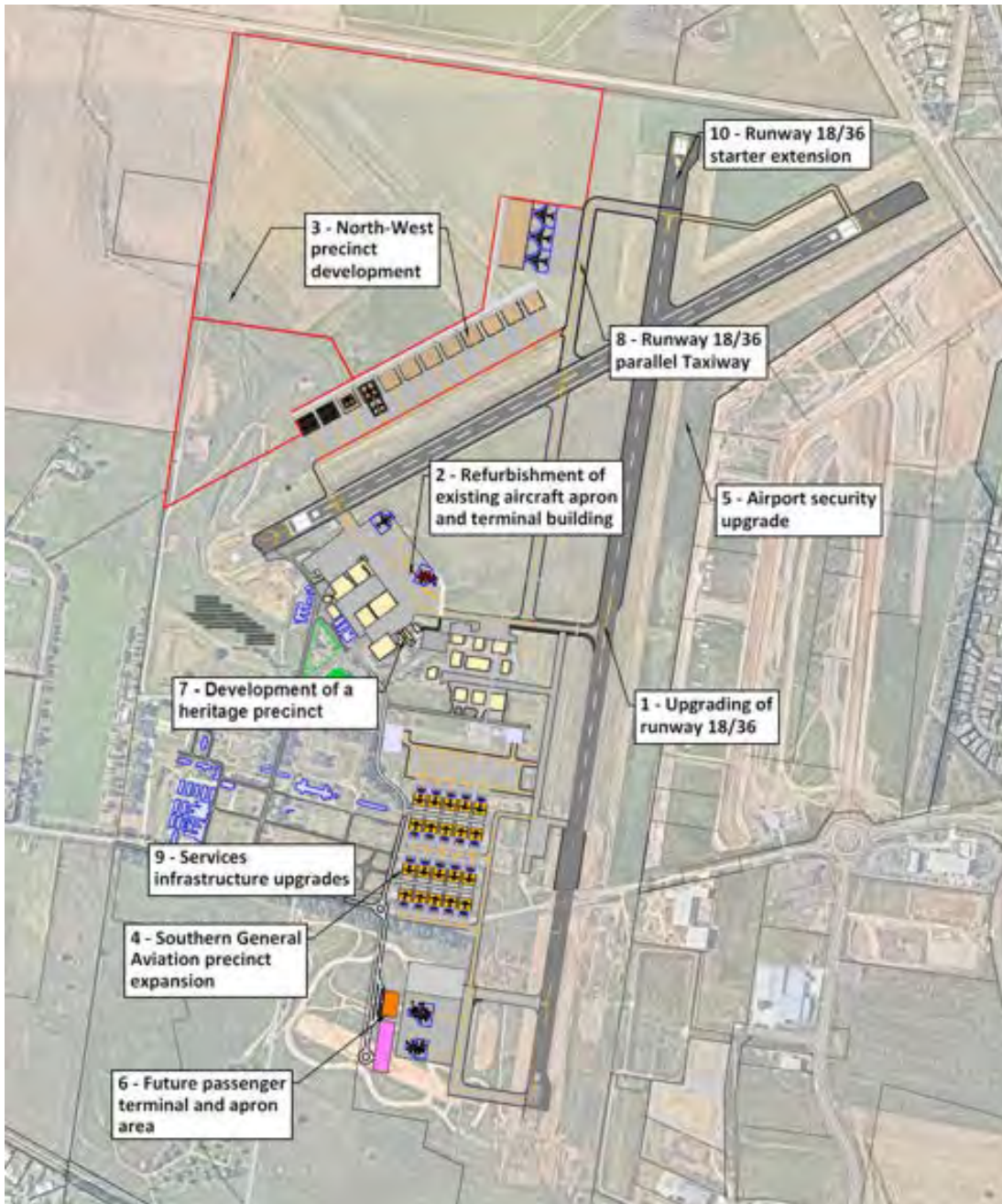


Figure 41: Overall Facilities Development Plan



12.1. Upgrading of Runway 18/36

The existing 1,250 metre section of the recently extended Runway 18/36 at Ballarat Airport is at the end of its operational life and requires upgrading. Figure 42 show the runway section which needs to undergo the upgrading work.

Rationale

The current runway strength is insufficient to accommodate aircraft heavier than 5,700kg. Without these works being completed, the extended section of the runway is largely unusable, and the benefits of the \$9 million Stage 1 project cannot be fully realised. A fully upgraded 1,900 metre runway will accommodate aircraft up to Dash-8 Q400 category aircraft unrestricted and the operation of medium jet category (Boeing 737 and Airbus A320) aircraft on a concession basis. This would permit the commencement of scheduled airline services into Ballarat at some point in the future.

Additionally, Large Aerial Tankers (LATs) used for firefighting would be able to be deployed from Ballarat and undergo maintenance while based at the airport.

Planned infrastructure developments/upgrades

The 1,250 m long section of the existing runway needs to undergo civil engineering work to renovate its surface and increase its load bearing strength, in order to achieve a PCN value compatible with regular operations of aircraft up to the Dash 8 Q400 and concessions-based operations of aircraft up to Boeing 737 or Airbus A320.



Figure 42: Strength Upgrade Work Runway 18/36

As stated in Section 9.1.3, the replacement of the existing 1,250 metre section of Runway 18/36 is the most critical of all the development projects.

12.2. Refurbishment of Existing Aircraft Apron and Airport Terminal Building

In order to allow for the provisioning of Regular Passenger Transport (RPT) flights, the need may arise for the refurbishment of the existing airport terminal building, as well as the existing aircraft apron, in advance of construction of a new terminal and apron area (discussed in Section 12.5).

Rationale

The operations of RPT utilising the existing airport infrastructure are expected to be of temporary nature, and last until the new commercial passenger terminal, apron and accompanying works will be finished in the southern part of the airport. Once the new terminal will be in operation, the existing terminal building and apron will not be used anymore for the servicing of RPT.



Planned infrastructure developments/upgrades

Aircraft Apron

The existing aircraft apron does not currently allow for safe RPT parking, with the required clearances from CASA, nor the servicing of Code C aircraft. For the design of the first RPT operations at the airport, the Bombardier Dash 8 Q400 has been used as the reference design aircraft.

With regards to the aircraft apron, two possible design options have been identified, in order to create parking and servicing space for the aircraft. Figure 43 shows the two identified design solutions.

Option A – Single aircraft bay

In this option, a single aircraft parking bay, with power-in/out manoeuvring, would be created on the existing apron. Such bay would be capable of hosting aircraft up to the Bombardier Dash 8 Q400 (wingspan: 28.4 m, length: 32.8 m). For the creation of the parking spot, a section of a taxiway and some existing, smaller parking space will need to be removed. However, in such option there is no need for the extension of the paved area of the apron. A dedicated walk-in/walk-out path would be marked on the ground, to allow safe and confined passenger access to and from the terminal building.

Option B – Dual aircraft bay

In this options, two aircraft bays are created, with power-in/out manoeuvring. Both bays would be able to accommodate aircraft up to the Bombardier Dash 8 Q400. The bays would be independent, i.e. the operation on one bay will be compliant with a simultaneous operation on the adjacent bay. For the creation of the parking spot, a section of a taxiway and some existing, smaller parking space will need to be removed. For such development, an extension of the parking apron will need to be constructed, for a total of approximately 4,300 sqm. A dedicated walk-in/walk-out path would be marked on the ground, to allow safe and confined passenger access to and from the terminal building.



Figure 43: Existing Apron Area Redesign Concept Plan, Option A (left) and Option B (right)

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Terminal Building

The existing terminal building (discussed in Section 10.8) is structurally sound, but needs updating and repurposing to serve as a temporary passenger handling facility.

The main internal lounge consists of a room approximately 8.1 m x 5.8 m, for a total of approximately 47.0 sqm. In order to estimate the amount of waiting space needed for a departing flight, IATA, in the ADRM (Airport Development Reference Manual) Version 12, suggests a minimum value for the waiting space equal to 1.8 sqm/pax for seated passengers, and 1.2 sqm/pax for standing passengers. Considering that the Dash 8 Q400 has a maximum capacity of 78 passengers, this leads to a minimum waiting space of between 94 sqm and 140 sqm.

Moreover, the provision of at least a security screening machine, as well as basing services to passengers and baggage handling capabilities, imply that an expansion of the terminal building might be needed.

When the new dedicated passenger terminal building will be in operation, the existing and refurbished terminal building could serve as the Council offices at the Airport or be leased to an aviation tenant.

12.3. North-West Development Precinct

The first project focusses on the north-western part of the airport site, where the current grass Runway 13/31 and taxiway Charlie are located. The large 40 ha area available is currently not utilised (apart from the presence of the grass runway), and hence it has potential for the development of both aviation, as well as non-aviation activities.

The general plan, represented in Figure 44, will involve the decommissioning of the existing grass runway, together with the development of a general aviation apron, the provision of the potential apron for Code C aircraft, as well as the creation of lots to be sold for the future development of light industrial units, as recommended in Section 8.3.1 (MCA Overall Score: 3.9):



Figure 44: North-West Precinct Concept Plan

Rationale

The City of Ballarat and its surroundings have a limited supply of land available for industrial development. There has been a significant demand for smaller land plots, with prices reaching as high as \$600 per sqm in suburbs close by to the airport. Although the BWEZ development is providing larger industrial opportunities, there is demand for land for smaller scale industrial developments.

The large area in the north-west of the airport is approximately 40 ha. The only development present in the plot of land consists of the 568 m long grass runway, and the short connection taxiway to Runway 05/23. The runway is used infrequently and requires constant maintenance.

Hence, the decommissioning of Runway 13/31 and the development and selling (or long-term leasing) of freehold lots on such site could greatly assist in funding the other planned airport infrastructure works.

Planned infrastructure developments/upgrades

In order to proceed with the development of the north-west area, the existing grass Runway 13/31 needs to be decommissioned. Given the nature of the runway and taxiway, it is expected that the decommissioning works will be minor.

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The development of the area will then consist of an aviation development adjacent to the airside, as well as a non-aviation development area.

For the aviation development, a new general aviation apron would be developed, in order to allow the expansion of the aviation activities on the airport. In order to allow access to and from the apron, a new taxiway for aircraft up to Code B would be built. The start of the taxiway would be approximately in front of the existing taxiway Bravo; the taxiway would run parallel to the new apron, and merge with the new parallel taxiway to Runway 18/36.

The preliminary concept is that the general aviation apron would consist of up to 12 hangars, each featuring the following elements:

- Outside apron space, approximately 36 m x 55 m (1,980 sqm), used to either park aircraft outside or to allow the entry and exit manoeuvres in and out of the hangar.
- Hangar structure, approximately 36 m x 36 m (1,296 sqm), where airplanes can be safely stored indoors.
- Landside parking space in front of the hangar, approximately 36 m x 10 m (360 sqm), to allow for cars and service vehicles to park in front of each hangar.

Such hangars would be able to host a variety of general aviation aircraft, such as single business jets (up to approximately Gulfstream GST IV-SP, wingspan 23.7 m, length 26.9 m), or multiple smaller general aviation aircraft, such as up to four Cessna 172 (wingspan 10.9 m, length 8.2 m) or Beechcraft Baron 58 (wingspan 11.5 m, length 9.1 m).

All the hangars would be accessible by a dual lane, two-way road. All of this land area would remain under City of Ballarat ownership and be subject to lease arrangements with tenants.

The concept plan also includes the possibility for the development of a smaller apron, which could host aircraft up to Code C. Such apron would feature similar elements to the Code B hangar development:

- Single outside apron space, approximately 135 m x 63.5 m (8,573 sqm), used to either park aircraft outside or to allow the entry and exit manoeuvres in and out of the hangar.
- Single hangar structure, approximately 135 m x 50 m (6,750 sqm), where airplanes can be safely stored indoors.
- Landside parking space in front of the hangar, approximately 135 m x 10 m (1,350 sqm), to allow for cars and service vehicles to park in front of each hangar.

Such hangar space could be used either to store larger business jets, or to allow the presence of an aircraft maintenance facility based at the airport.

The remaining land has been divided into two portions:

- Non-aviation development north (main portion).
- Non-aviation development south (secondary portion).

The City of Ballarat would need to amend the zoning of the area (as required), prepare a development plan and complete the necessary civil works for the sale of construction-ready, freehold land to commercial

property developers. The main non-aviation development area consists of the north part of the site, and accounts for approximately 36 ha. The southern corner is expected to be more problematic to be prepared, given its water catchment characteristics, as well as the potential presence of some past contamination. The smaller, southern plot of land accounts for approximately 8 ha of land.

12.4. Southern General Aviation Precinct Expansion

Between the southern part of the Rex apron and the existing Airport Road there is an unused area of land which, given its position, has potential to be utilised as an expansion to the general aviation facilities in the area. Figure 45 shows the concept plan for the development of a Southern General Aviation Precinct within such designated area, comprised of aircraft hangars and aprons.

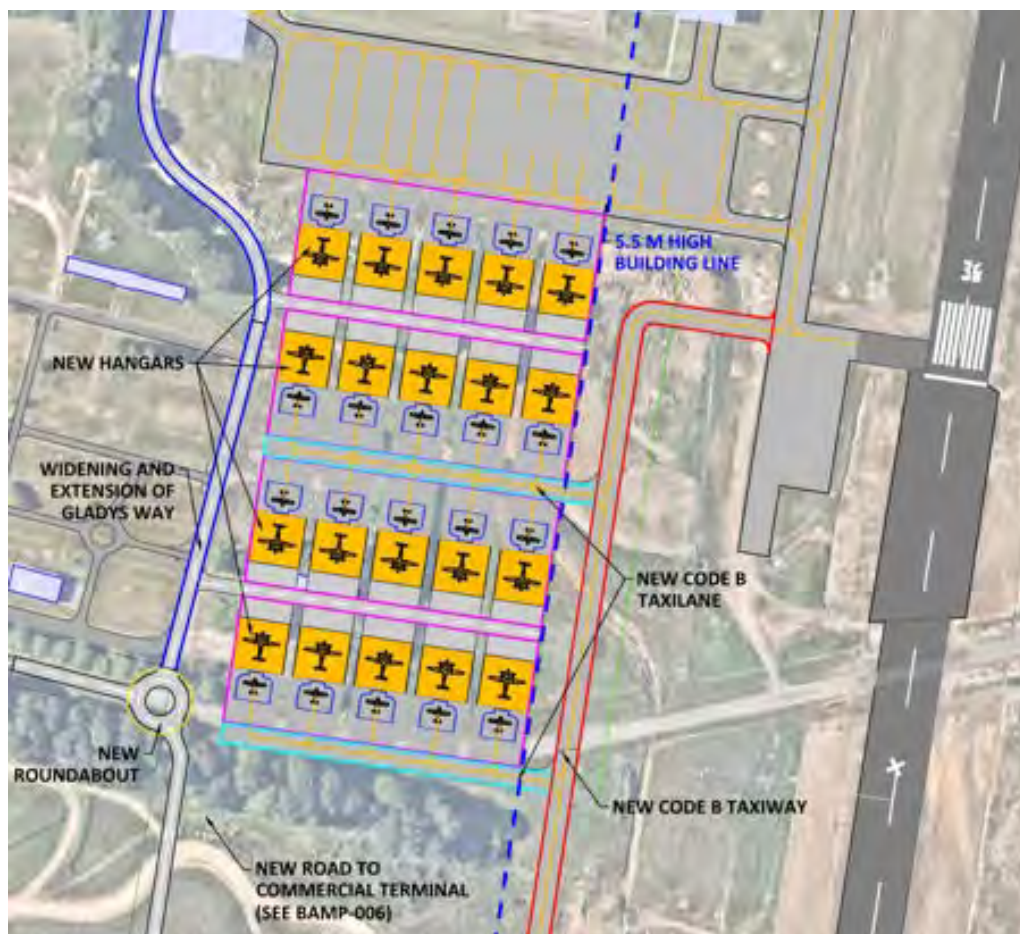


Figure 45: Southern General Aviation Precinct Expansion Concept Plan

Rationale

This large parcel of land, with a size of approximately 5 ha and located very close to the extension of Runway 18/36 and to existing taxiway Delta, is currently undeveloped. Its location, together with its proximity to the existing private hangars and Rex apron, make this plot the ideal candidate for the expansion of the General Aviation area of the airport. The airport has experienced a significant demand for aircraft storage. Capturing such demand will allow Ballarat Airport to increase its commercial and revenue opportunities. In fact, it is



estimated that each leased hangar site could generate between \$10 and \$20 dollars per square metre in ground lease returns. Moreover, the Rex Group have expressed interest in constructing a hangar on such site; the airline group could serve as an anchor tenant, able to attract new costumers and investors.

Finally, the road work planned with the new General Aviation area would create a new access point to the airport, connecting with a roundabout at the intersection of Airport Road and an upgraded Gladys Way, as well as with the new access road to the new passenger terminal area to the south. The new road would also serve as a quick and direct connection between the northern (existing) and southern (new) precincts.

Planned infrastructure developments/upgrades

The site would be developed starting from the north, and moving towards the south. The development has been planned in a sequential and rational manner. In this way, new hangar sites can be easily planned for and built according to the market's needs and requests.

The southern general aviation apron would consist of up to 20 hangars, with a grid layout consisting of up to 5 hangars per row, and 4 rows in total. According to the proposed concept plan, each hangar block features the following elements:

- Outside apron space, approximately 25 m x 15 m (375 sqm), used to either park aircraft outside or to allow the entry and exit manoeuvres in and out of the hangar.
- Hangar structure, approximately 25 m x 25 m (625 sqm), where airplanes can be safely stored indoors.
- Landside parking space in front of the hangar, approximately 25 m x 10 m (250 sqm), to allow for cars and service vehicles to park in front of each hangar.

Such hangars would be able to host a variety of general aviation aircraft, such as up the Cessna 172 (wingspan 10.9 m, length 8.2 m), Piper PSA28 (wingspan 10,8 m, length 7,3 m), Beechcraft King Air 350 (wingspan 17.7 m, length 14.2 m). Due to the transitional surface of Runway 18/36, the maximum height of the hangars located closer to such runway (the hangars towards the east of the development site) will be limited to 5.5 m.

All the hangars will be accessible by a dual lane, two-way road. The two roads will connect to the new north-south road between Gladys Way and the existing Airport Road.

On the airside, all the apron areas of the hangars would face onto common Code B taxilanes, which in turn will connect to a new Code B taxiway, which runs parallel to Runway 18/36. Towards the landside, focus will be put on the creation of a secured and aesthetic border with the existing airport community area.

In order to allow for the hangar development, the plot of land firstly needs to be remediated, stabilised and levelled in preparation for the civil construction phase. Moreover, the presence of an existing open drainage channel would require the need for the installation of underground drainage pipes. Furthermore, the southern part of the plot of land naturally acts as a water catchment area during rain events. Its suitability for construction will need to be further assessed, before proceeding with the development of southern-most facing rows of hangars.

Regarding the road network, the 2013 Airport Master Plan identified a new entrance at the eastern end of the Community Section to meet up with an extended Gladys Way. Hence, with the proposed alignment of Liberator Drive not intersecting Airport Road at the Airport entrance, a new gateway into the Airport should be



designed. This new, easterly preferred airport access road will serve as a border with the Community Section and provide for safer vehicle movements in and out of the airport.

The first planned work is an upgrade and extension of the existing Gladys Way. Secondly, a new portion of road, approximately 250 m long, will be built as an expansion of Gladys Way. Such road will pass to the west of the new hangars in the southern general aviation development areas, and will connect, via a new roundabout, to the existing Airport Road. The section of Airport Road to the east of the roundabout will be discontinued, upon the opening of the runway extension project. Hence, the roundabout will connect the following roads:

- existing western part of Airport Road;
- new extended Gladys Way; and
- new access road to the passenger terminal area.

12.5. Airport Security Upgrade

The introduction of RPT services would require a fully secured airport perimeter.

Rationale

The airport perimeter is currently not secured, and therefore it would not permit the operation of scheduled airline services. The ongoing development of the BWEZ area, which borders with the eastern side of the airport, provides an opportunity to require new tenants to construct airport security-grade fencing which will reduce the extent of fencing to be installed by City of Ballarat.

Planned infrastructure developments/upgrades

The planned work involves the improvement of the airport security, upgrading the airport to either Tier 2 or Tier 3 status, in preparation for the commencement of scheduled airlines services.

The upgrade work will require:

- full airport perimeter bordered with security fencing;
- security controlled access points to the airside;
- passenger and baggage screening services activated prior to the expected introduction of Aircraft exceeding the 20-tonne regulatory limit.

12.6. Future Passenger Terminal and Apron Area

In order to facilitate RPT services to and from Ballarat Airport, a new terminal building, together with an aircraft apron, car parking and other support facilities would be required. This Master Plan (as did the previous Master Plan) designates plans the construction of a new passenger terminal facility in the southern part of the airport, to the west of the threshold of Runway 36. Figure 46 shows the preliminary concept plan for the passenger terminal site.



Figure 46: Passenger Terminal Site Concept Plan

Rationale

The existing terminal building, as well as adjacent apron, are not adequate for the provision of long-term RPT services. Moreover, the existing airport sites are not fit for purpose, have poor road access and are affected by heritage overlay restrictions. Finally, the pavement strength in the existing apron area would not be sufficient for the regular movement of large turboprop / smaller passenger jet aircraft. Hence, it is considered necessary to plan for the development of a new dedicated area, both for the landside terminal building, as well as for the airside apron.

An adequate plot of land has been identified in the southern part of the airport, south of the existing Airport Road and west of the extension of Runway 18/36. The area is well connected both on the landside, via the proposed new roundabout tying Airport Road, Gladys Way and the new road going to the terminal building, as well as airside, given its proximity to the threshold of Runway 36, the main and longest runway of the airport. Moreover, the size of the site leaves plenty of space for the future potential expansion of both the landside and airside facilities.



Planned infrastructure developments/upgrades

The following main infrastructure would be built, in order to allow the safe and efficient handling of the RPT flights arriving and departing from the airport:

- Terminal building
- Aircraft apron and connecting taxiways
- Car park and access roads.

Terminal Building

The new terminal building is expected to be up to 1,500 sqm, with preliminary dimensions of 50 m x 30 m. The size of the terminal has been estimated evaluating similar passenger terminals for airports comparable to Ballarat.

The terminal building would feature a single level, with the following basic, high level services:

- Curbside, for streamlined access to the terminal both via public, as well as private transport
- Entrance hall
- Check-in area
- Security controls
- 2 gates
- Arrival halls
- Baggage handling facilities.

An indicative layout for a terminal building of a regional airport is presented in the following Figure 47.



Figure 47: Indicative Terminal Building Layout for Regional Airports (Source: Noxon Giffen Architects)



The linear layout of the terminal will allow for a seamless and easy expansion on the north side, should the passenger demand in the future years exceed the original and planned capacity.

Aircraft Apron and Connecting Taxiways

The aircraft apron has been designed to accommodate two parking bays, one for aircraft up to the Dash 8 Q400 (Code C), and one for aircraft up to Boeing 737 (Code C). Both parking bays are designed for aircraft power-in/out manoeuvring, with the possibility of having simultaneous, independent movements on the two bays. The apron has been designed in compliance with the MOS (CASA Part 139), in terms of clearances, aircraft manoeuvrability and jet blast considerations. Furthermore, the commercial aircraft apron has plenty of room for potential expansion, both towards the north and the south.

Walk-in/walk out paths would allow passengers to directly board and deboard aircraft to and from the terminal passenger building.

The apron would be connected to the runway via two taxiways. One taxiway connects the southern side of the apron to the threshold of Runway 36; in this manner, aircraft can take advantage of the full length of the runway, without the need to backtrack. The second taxiway connect to Runway 18/36 approximately 200 m north, and will be used by arriving aircraft vacating the runway. A taxiway parallel to the runway will allow the aircraft to reach the two parking bays. All those taxiways are designed to handle full Code C aircraft. The only exception is for the new taxiway, limited to Code B aircraft, which connects the northern end of the apron to the southern end of the new general aviation development area (see Section 12.3).

Car Park and Access Roads

A new car park, with an initial capacity for up to 100 cars, is proposed to the south of the main terminal building. As an initial estimate, the car park would be approximately 100 m x 30 m, for a total of 3,000 sqm. The terminal building and carpark would be connected to the new roundabout, linking them to Gladys Way (and hence the northern precincts of the airport), as well as to Airport Road, which connects the airport to the city of Ballarat, passing to the south of the new Runway 36 extension.

The preliminary design of the terminal curbside features the following lanes:

- dedicated lane for public transport buses
- dedicated short stay parking, for quick drop on & drop off of passengers / “kiss&fly”
- dedicated bypass lane of the short stay parking
- dedicated, separate lane for passengers driving directly to the long-term car park.

12.7. Development of a Heritage Precinct

A site, located close to the existing Bellman hangars and with direct apron access, currently houses dilapidated WW2 era huts that are not habitable and need repair. This site, among others, could potentially be used to celebrate the airport’s (and Australian aviation) history. It must be noted that the site’s location next to the apron makes it ideal for an aircraft hangar. Accordingly, the benefits of developing the site as a heritage precinct would need to be considered in contrast with other revenue opportunities, including construction of a hangar for lease to a commercial tenant or for aircraft storage managed by Council.



12.8. Runway 18/36 Parallel Taxiway

Currently, neither Runway 18/36, nor Runway 05/23 have a parallel taxiway. Hence, one of the planned infrastructure works would be the development of a new taxiway for aircraft up to Code C, which would run parallel to Runway 18/36, from taxiway Alpha to the threshold of Runway 18. Moreover, there could also be the provision of a taxiway from the threshold of Runway 18 to the threshold of Runway 23 in the future. This extension would be limited for aircraft up to Code B, since full Code C aircraft will not be able to use the secondary Runway 05/23. Figure 48 show the new planned taxiway segment.

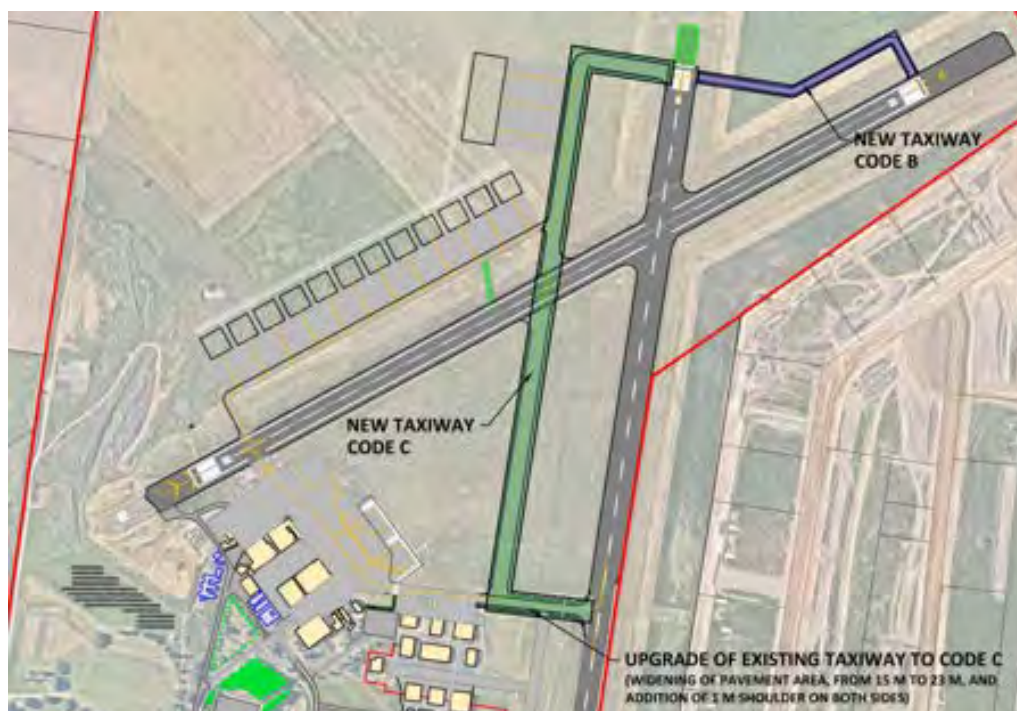


Figure 48: Runway 18/36 Parallel Taxiway Concept Plan

Rationale

The current runway and taxiway layout does not adequately cater for the high frequency circuit training movements presently carried out at the airport. Due to the lack of parallel and bypass taxiways, aircraft are not able to clear the active runways leading to airspace congestion and increased likelihood of conflict. Accordingly, the aircraft circuit pattern increases in size, meaning more residents can be affected. This is particularly true to the south of the airport. Additionally, when Runway 05/23 is in use, extended taxiing is required from the usual aircraft parking areas, with taxiing on Runway 18/36 and backtracking on Runway 05/23.

Planned infrastructure developments/upgrades

A new taxiway, designed for full Code C aircraft is planned to be built in the section between taxiway Alpha and the threshold of Runway 18. The new taxiway would hence cross Runway 05/23, and would be approximately 1,000 m long. Moreover, strengthening and widening of the first section of taxiway Alpha (from Runway 18/36 to the first general aviation hangars) will allow Code C aircraft to access the new parallel taxiway. Bitumen fill has been placed near the site which could be utilised for base material.



Due to the minimum runway strip requirements and the existing apron and hangars, it is not possible to extend the new parallel taxiways further south. Hence, the flow of Code C aircraft between Runway 18/36 and the new passenger terminal will be as follows:

Runway 36

- Departures: directly on threshold RWY 36 from the RPT apron.
- Arrivals: taxi via the new parallel taxiway, crossing Runway 05/23 and arriving at TWY Alpha; taxi onto RWY 18/36 until exit on the RPT apron.

Runway 18

- Departures taxi from the RPT apron to RWY 18/36; exit at TWY Alpha on the new the new parallel taxiway, crossing Runway 05/23 and entering at the THR of RWY 18.
- Arrivals: exit directly on the RPT apron.

Furthermore, the taxiway could be further extended by approximately 400 m in the section between the threshold of Runway 18 and the threshold of Runway 23, avoiding the need to taxi on the runway and backtrack for aircraft departing from Runway 23 or landing on Runway 05. However, at least in the current Master Plan, this second section of the taxiway is limited to Code B aircraft, since the secondary Runway 05/23 will be mainly used by smaller aircraft.

12.9. Services Infrastructure Upgrades

With ageing infrastructure and increasing demand at the airport, the existing utility services will require upgrading over time.

Certain airport facilities such as lighting are no longer compliant with CASA regulations and will need to be replaced or upgraded. Sewerage is one service that requires upgrading and possible connection to the BWEZ system. Additionally, the repositioning of a retardant basin currently occupying land adjacent to the main runway will be required for development of Precinct GAE.

Recommendation: Further work be undertaken to align and cost future utility requirements to ensure sufficient capital funding is available over the short, medium and long term. This work should consider not only this Master Plan but also the works planned for the Ballarat West Employment Zone.

12.10. Runway 18/36 Starter extension

With the new runway extension project, the total runway length has been increased from 1,250 m to 1,800 m. However, for some of the jet engine aircraft used for regional flights, a 1,800 m long runway imposes limitations on the maximum take-off weight allowable for the aircraft, especially during hot summer days.

The runway cannot be extended further to the south, due to the slope of the terrain. Hence, a potential extension towards the north could be feasible. As a preliminary estimate, an extension of up to 150 m could be built on the north side of the airport. The limiting factor for such work would be the presence of McCartneys Road. The starter extension would also feature a turn-pad, in order for aircraft to take full advantage of the runway length during take-offs from Runway 18.



In Table 13, the approximate values of the maximum take-off weights for the two runway lengths (1,800 m and 1,950 m) are presented, as well as the % increase. Those values are taken from the approximate graphs in the aircraft's Airport Planning Manuals (APMs), considering standard ISA atmospheric conditions and an airport's pressure altitude of 1,000 ft (300 m).

Table 13: MTOW increase with increased runway length

Aircraft	MTOW [tons]	MTOW – 1,800 m RWY [tons]	MTOW – 1,950 m RWY [tons]	% Increase in MTOW
Boeing 737 MAX8	82.6	68	76	12%
Airbus A320-200	78	75	78	4%
Airbus A220-300	67.6	59	60.8	3%

As it can be seen, the greatest benefit of the runway extension project would come from the Boeing 737 , for which a 12% increase (8 tons) in MTOW could be achieved.

13. Airport Safeguarding Plan

The challenge of finding suitable sites for airports is exacerbated by the scarcity of appropriate land and the difficulty of replacing or expanding existing facilities. Many airports were established long before surrounding urban or township development, and as cities expand and become denser, conflicts between residential and industrial zones and airport operations intensify.

The ability of an airport to function effectively is closely tied to the land use surrounding it. Structures encroaching into flight paths can severely restrict airport operations and impact safety. However other developments also impact an airport's operation and safety. For instance, residential areas near airports often result in noise complaints, potentially leading to curfews or even closures. Similarly, industrial activities producing smoke or other hazards can impede airport use, as can agricultural or wetland developments that attract wildlife, posing a threat to aviation safety. Balancing these competing interests is a complex task for airport planners and policymakers.

As previously outlined in Section 2.3.1 The National Airports Safeguarding Framework (NASF) highlights the principles and guidelines to protect airport operations in Australia. This is further supported by the Australian Airports Association's (AAA) *Planning Around Airports – Safeguarding into the Future* which aids airport operators and planning authorities on how to implement the NASF guidelines.

For Ballarat Airport the key requirement for airport protection is to ensure any development or land use surrounding the airport does not adversely impact the operation of the airport. This is critical concerning the following issues:

- Changes of land use near the airport and under flight paths are not for land uses that may be sensitive to aircraft noise in areas defined by the applicable aircraft noise contours (NASF Guideline A)
- Development proposals near the airport and under flight paths do not conflict with the airport's airspace protection surfaces (NASF Guideline F)

The following sections will discuss these issues in further detail.



13.1. Managing Aircraft Noise

The assessment of aircraft noise impacts is a critical aspect of airport safeguarding, as highlighted in NASF Guideline A: Measures for Managing Impacts of Aircraft Noise. This component of the safeguarding framework is designed to ensure that:

- Sensitive land uses are not located in areas of unacceptable aircraft noise
- The amenity of surrounding developments is not adversely affected by aircraft noise
- Airport operations are protected long term from conflicts due to the encroachment of inappropriate development into noise affected areas.

13.1.1 Australian Noise Exposure Forecast

An integral part of managing aircraft noise is the preparation of an Australian Noise Exposure Forecast (ANEF). An ANEF is a contour map showing the forecast of aircraft noise levels that are expected to exist around an airport in the future. An ANEF chart, once endorsed by Airservices, is the official forecast of future noise exposure around an airport. It constitutes the contours on which planning authorities base their land use controls and is the approved metric across all Australian jurisdictions for statutory land use planning in noise-affected areas around airports.

Recommendations relating to land use within the ANEF contours are contained in Australian Standard AS2021-2015: Acoustics – Aircraft Noise Intrusion – Building Siting and Construction. These recommendations are summarised in Table 14 below. This is a summary only - the Australian Standard should be read for full details of the land use recommendations, and associated notes and conditions.

Table 14: Building Site Acceptability Based on ANEF Zone

(Based on Australian Standard AS 2021-2015 Table 2.1)

Building Type	ANEF Zone of Site		
	Acceptable	Conditional	Unacceptable
House, home unit, flat, caravan park	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Hotel, motel, hostel	Less than 25 ANEF	25 to 30 ANEF	Greater than 30 ANEF
School, university	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Hospital, nursing home	Less than 20 ANEF	20 to 25 ANEF	Greater than 25 ANEF
Public building	Less than 20 ANEF	20 to 30 ANEF	Greater than 30 ANEF
Commercial building	Less than 25 ANEF	25 to 35 ANEF	Greater than 35 ANEF
Light industrial	Less than 30 ANEF	30 to 40 ANEF	Greater than 40 ANEF
Other industrial	Acceptable in all ANEF zones		

'Acceptable' means that special measures are usually not required to reduce aircraft noise.

'Conditional' means that special measures (noise attenuation) are required to reduce aircraft noise.

'Unacceptable' means that the development should not normally be considered.

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The Ballarat Planning Scheme includes the Airport Environs Overlay (AEO) as discussed in Section 2.2.4.3 which applies to the airport site and adjacent land determined by the ANEF. It is important to update AEO 1 and AEO2 to reflect any changes of the ANEF.

Recommendation: Update the AEO with the new ANEF contours to reflect the growth of the contour.

13.1.2 Number Above (N-contours)

NASF Guideline A contains further information and recommendations regarding aircraft noise contours which should be considered by airport operators. This includes the use of the 'Number Above' noise metric (commonly referred to as 'N contours') to supplement the ANEF.

One of the principles of NASF is:

"Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures."

The N-contour system is a complementary aircraft noise metric that shows the potential number of aircraft noise events above 60dB(A), 65dB(A) or 70dB(A) per day. It has some advantages over the ANEF system because it shows noise in a way that a person perceives it – as a number of single events per day above a certain decibel level.

NASF Guideline A recommends the use of N-contours for strategic planning purposes. This is particularly important for the consideration of any proposals for zoning changes for residential purposes near the airport and its flight corridors.

In relation to N contours, Clause 18.02-7S: Airports and Airfields states:

"Avoid zoning or overlay changes that allow noise-sensitive land uses outside the Urban Growth Boundary, and encourage measures to reduce the impact of aircraft noise in planning for areas within the Urban Growth Boundary, where ultimate capacity or long-range noise modelling indicates an area is within 'number above' contours (N Contours) representing:

- *20 or more daily events greater than 70 dB(A).*
- *50 or more daily events of greater than 65 dB(A).*
- *100 or more daily events greater than 60 dB(A).*
- *6 events or more between the hours of 11pm to 6am greater than 60 dB(A)."*

Recommendation: In accordance with Clause 18.02-7S, N contours should be used for strategic planning purposes when considering rezonings around Ballarat Airport.

13.1.3 Noise Modelling Study

An Australian Noise Exposure Forecast (ANEF) study and Number Above Contours (N Contours) were completed for the Airport in 2023 by Marshall Day Pty Ltd. The study was a 20-year forecast (2043) of aircraft movements which included the runway extension and the removal of the grass 13/31 runway. The model forecast is based on 72,595 annual aircraft movements and includes future RPT aircraft that could service Ballarat as discussed in Section 10.1. The results from the ANEF and N Contour study are attached in Appendix H.



13.1.4 Fly Neighbourly Advice

With developments to the north and south of the airport encroaching the flight paths, the Council has begun the process of implementing a Fly Neighbourly Advice with the aim of reducing aircraft noise impacts on the community. Fly Neighbourly Advice documents are voluntary, non-binding agreements established between aircraft operators and communities or authorities (normally airports or local councils) to assist in reducing the impact of aircraft noise on local communities.

While it is impossible to stop aircraft noise emanating from an airport, Fly Neighbourly Advices recognise that there are opportunities to reduce the effect of aircraft noise on surrounding communities. They do this by encouraging aircraft operators to adopt, where possible, certain noise abatement procedures or flight paths, or avoid overflying certain areas.

Recommendation: Develop and establish the Fly Neighbourly Advice to reduce the noise impacts to the surrounding community. Once adopted, communicate the advice to the local community.

13.2. Protection of Airspace

Airspace Protection Surfaces are critical for safeguarding airports and involves the Obstacle Limitation Surfaces (OLS) and the Procedures for Air Navigation Services – Aircraft Operations (PANS-OPS) surfaces. This is another critical safeguarding matter which is outlined in NASF Guideline F: Managing the Risk of Intrusions into the Protected Airspace of Airports.

13.2.1 Obstacle Limitation Surfaces

The CASA Manual of Standards Part 139 - Aerodromes defines Obstacle Limitation Surfaces (OLS) as:

“A series of planes associated with each runway at an aerodrome that defines the desirable limits to which objects may project into the airspace around the aerodrome so that aircraft operations at the aerodrome may be conducted safely.”

An updated OLS chart in Appendix I has been conducted by JJ Ryan Consulting Pty Ltd in 2022 and accounts for the Runway 18/36 extension to have a runway length of 1,800m. This chart is based on Runways 18/36 (non-precision instrument approach equipped) and 05/23 being Code 3 runways and 13/31 as a non-instrument Code 1 runway.

The OLS restrictions are incorporated into the Ballarat Planning Scheme through the Design and Development Overlay control as discussed in Section 2.2.4.4. DDO17 and DDO18 are based on a previous OLS chart and the existing runway lengths and therefore need to be updated to take account of the extension to Runway 18/36 (to 1800m). The OLS chart and associated planning scheme controls should be based on the extended runway.

For the current configuration of the aerodrome, Airport Surveys Pty Ltd conducted an Annual Manual Validation Survey in June 2023. All runway take-off ends except for Runway 13 have infringements in the take-off and approach surfaces and require the Aerodrome Manual to be updated to reflect TODA gradient changes stated in the survey. The OLS survey is conducted annually, and it would be recommended to complete a new survey before the Runway 18/36 extension opens.

Since the previous Master Plan there have been changes to the MOS139 regarding runway strip width being increased from 150m to 280m for Code 3 runways. This displaces transitional surfaces resulting in buildings



closest to the runway having height restrictions of 5.5m as shown in Appendix G. Other buildings on the airport site will need to consider the transitional surfaces to determine height restriction requirements.

Recommendation: Update the DDO to account for the runway extension to ensure OLS is protected.

Recommendation: Update Aerodrome Manual to reflect TODA gradient changes.

Recommendation: In accordance with MOS139 transitional surfaces must be considered to determine height restrictions of new development on or around the airport site.

13.2.2 Procedures for Air Navigation Services – Aircraft Operations

PANS-OPS surfaces are critical for defining the operational airspace necessary for pilots flying under instrument flight rules. Any development must prioritize the avoidance of permanent encroachments into both current and anticipated PANS-OPS airspace. Ballarat has the following two listed instrument flight procedures:

- YBLT RNAV-Z (GNSS) RWY 18
- YBLT RNAV-Z (GNSS) RWY 36

To protect these procedures The Airport Group produced Combined PANS-OPS Protection Surfaces RWY 18/36 RNAV GNSS, Circling, VSS Chart in 2016 and is attached in Appendix I.

13.3. Other NASF Matters

Whilst aircraft noise and airspace protection are the two most critical airport safeguarding matters, as outlined above, the assessment of land use and development proposals around Ballarat Airport must consider all of the NASF guideline matters, in accordance with Clause 18.02-7S: Airports and Airfields of the Ballarat Planning Scheme.

The following guidelines (in addition to Guidelines A and F discussed above) are considered particularly relevant:

- Guideline B: Managing the Risk of Building Generated Windshear and Turbulence at Airports
- Guideline C: Managing the Risk of Wildlife Strikes in the Vicinity of Airports
- Guideline E: Managing the Risk of Distractions to Pilots from Lighting in the Vicinity of Airports
- Guideline I: Managing the Risk in Public Safety Areas at the Ends of Runways.

To assist consideration of these guidelines in future planning, diagrams showing the different assessment areas to which these guidelines apply are provided in Appendix J. Details of the parameters and restrictions for development within these areas are contained within the relevant NASF guidelines.

13.4. Planning Policies and Controls

13.4.1 Current Policies and Controls

As outlined in Section 2.2.4 there are existing planning policies and controls in the Ballarat Planning Scheme relevant to Ballarat Airport. These are all measures that safeguard the future of the airport and include:

- Clause 18.02-7S: Airports and Airfields
- Special Use Zone – Schedule 6 (SUZ6)
- Airport Environs Overlay – Schedules 1 and 2 (AEO1 and AEO2)



- Design and Development Overlay – Schedules 16 and 17 (DDO17 and DDO18)

These policies and controls provide an appropriate level of protection for the airport having regard to NASF, subject to updating as outlined below.

13.4.2 Planning Scheme Amendment

Following the adoption of this Master Plan a Planning Scheme Amendment is recommended to:

- Update the Special Use Zone to account for the additional land for the RPT precinct.
- Update the extent of the Airport Environs Overlay having regard to the new ANEF.
- Update Design and Development Overlay to reflect the runway extension and updated OLS chart.

14. Implementation Plan

This STAMP for Ballarat Airport serves as a crucial strategic tool, offering the Council a clear direction and framework for future development. This document aims to provide the Council with planning objectives over the next 20 years to protect and align the airport as an important infrastructure for the Council and the wider community. This section provides the Council with the implementation plan which informs the actions required to meet strategic and growth objectives.

14.1. Master Plan Recommendations

The table below provides a list of the recommendations within the report.

Table 15: Master Plan Recommendations

Ref.	Recommendation
10.5	Prepare the planning and design process to create one/two new parking bays for aircraft up to the Bombardier Dash 8 Q400 on the main apron.
10.6	Complete a taxiway and apron pavement strength evaluation on the existing infrastructure.
10.6	Complete the runway strength evaluation after the runway upgrade project.
10.8	Prepare the planning and design process for the refurbishment and renovation of the existing terminal or the establishment of a new terminal site to accommodate a future RPT service.
10.9	Prepare the planning and design process for the security upgrade works needed for the commencements of RPT services.
10.10	Confirm a suitable clearance buffer is in place to reduce the frequency of annual trimming the same trees.
10.10	Future development of the airport must be assessed against the OLS chart to ensure it does not intrude into the airspace protection surfaces.
10.11	Before any development on the airport, the outcomes and recommendations of the previous flora and fauna studies and Aboriginal Cultural Heritage Assessment, as well as the provisions associated with the Victorian Heritage Register and Heritage Overlay H0190 should be carefully reviewed and considered. Further investigations and possibly approvals may be required before development can proceed on some parts of the airport site.
11.2.5	Complete further flora and fauna study before decommissioning Runway 13/31 to determine if endangered species are located on the site and the impacts to development if any.
11.2.6	Ensure that the planning and design of development in Precinct AI: BWEZ Aviation Interface Sites is undertaken in accordance with MOS 139.



11.4	Seek a review of the existing heritage controls to reduce development restrictions on the airport site.
12.9	Further work be undertaken to align and cost future utility requirements to ensure sufficient capital funding is available over the short, medium and long term. This work should consider not only this Master Plan but also the works planned for the Ballarat West Employment Zone.
13.1.1	Update the AEO with the new ANEF contours to reflect the growth of the contour.
13.1.2	In accordance with Clause 18.02-7S, N contours should be used for strategic planning purposes when considering rezonings around Ballarat Airport.
13.1.4	Develop and establish the Fly Neighbourly Advice to reduce the noise impacts to the surrounding community. Once adopted, communicate the advice to the local community.
13.2.1	Update the DDO to account for the runway extension to ensure OLS is protected.
13.2.1	Update Aerodrome Manual to reflect TODA gradient changes.
13.2.1	In accordance with MOS139 transitional surfaces must be considered to determine height restrictions of new development on or around the airport site.
13.4.2	Increase SUZ6 to include the additional land for the future RPT terminal

14.2. Actions and Projects

The table below lists the actions and projects that are likely required to implement this STAMP over time. It includes the triggers for the actions and the projected timings for those projects to occur. The timing definitions are listed below:

- Immediate term: 0-12 months
- Short term: 1-5 years
- Medium term: 5-10 years
- Long term: 10+ years

The scheduling and execution of proposed upgrades at Ballarat Airport depends upon various factors including demand indicators, market conditions, commercial discussions, and regulatory approvals. Collaboration with aviation stakeholders and other key stakeholders is crucial to determine priorities. Some projects would require further analysis through the development of a detailed business case to understand the projects' benefits.

Regular Master Plan reviews every five years, will enable the Council to evaluate project priorities, ensuring alignment with evolving forecasts and development needs.

**Table 16: Actions and Projects**

Action	Trigger	Timing
Planning Scheme Amendment	Adoption of Master Plan and endorsement of ANEF	Short term
Decommission grass runway	Development of north-west precinct	Short term
Complete a Flora and Fauna study for the north-west corner of the airport site	Redevelopment of the north-west precinct / Decommissioning grass runway	Short term
Consider Conservation Management Plan and Cultural Heritage Assessment	Further development of airport site	Short term
Upgrading of existing 1,250 metre section of Runway 18/36	Current need	Short term
Development of north-west airport precinct	Development opportunity	Short term
Refurbishment of existing aircraft apron and airport terminal building	Introduction of RPT service	Short term
Airport security upgrade	Introduction of RPT service	Short term
Development of a heritage precinct	Development opportunity / Demonstrated sustainability	Short term / medium term
Services infrastructure upgrades	Increasing airport development	Short term / medium term
Remediation and development of southern general aviation precinct	Demand for GA hangars	Short term / medium term
Construction of airport terminal, car park and apron area	Introduction of RPT service	Medium term
Construction of a Category C taxiway from Taxiway A to Runway 18 threshold	Increase in aircraft operations / Introduction of RPT service	Medium term
Runway 18/36 starter extension	Introduction of RPT service or larger aircraft	Long term
Prepare a detailed precinct development plan before development of each precinct	As required	As required
Review Master Plan and ANEF at 5 yearly intervals	5 years from adoption of Master Plan	5 years

14.3. Commercialisation Pathways

The evaluation of commercial opportunities at Ballarat Airport, as outlined in the Multi-Criteria Assessment (MCA), presents a diverse array of possibilities for revenue generation and economic development. By strategically aligning each opportunity with the airport's goals and operational requirements, stakeholders can maximise the potential of the airport master plan while ensuring long-term sustainability.



By combining strategic development strategies with innovative financing approaches and revenue models, Ballarat Airport can mobilise the necessary resources to realise its growth objectives and unlock its full potential as a regional economic driver.

With careful planning, Ballarat Airport can navigate the complexities of development and financing to achieve sustainable growth, operational excellence, and long-term value creation for the community.

14.3.1 Council Role

Acknowledging the Ballarat City Council's position as a local government council with various competing demands for public funds, it is crucial to carefully assess the most suitable role for the council in the realisation of the master plan. While the roles in airport developments are multifaceted, they typically include:

- **Investor:** Providing capital for infrastructure development.
- **Developer:** Overseeing planning, design, and construction.
- **Operator:** Managing day-to-day operations and services.
- **Regulator:** Setting and enforcing safety standards and regulations.
- **Facilitator:** Promoting partnerships and collaborations.
- **Strategist:** Developing long-term plans for sustainable growth.
- **Marketer:** Promoting the airport to attract investors, tenants, operators, and passengers.

Given the multifaceted responsibilities of Ballarat City Council and the imperative to catalyse development while managing limited public funds, a strategic approach encompassing the roles of facilitator, investor, and strategist/marketer is recommended for the realisation of the airport master plan. This approach leverages the council's resources, influence, and long-term vision to drive sustainable growth and maximise community benefits.

Facilitator Role:

- **Partnership Cultivation:** Actively cultivate partnerships with private investors, developers, and other stakeholders interested in contributing to the airport's development. Facilitate discussions, negotiate agreements, and coordinate joint initiatives to maximise resources and expertise while ensuring alignment with community priorities.
- **Stakeholder Engagement:** Prioritise meaningful engagement with the local community, businesses, government agencies, and other stakeholders to gather diverse perspectives, address concerns, and foster support for airport development initiatives. By fostering open dialogue and collaboration, the council can build trust, secure buy-in, and enhance project outcomes.
- **Opportunity Identification:** Continuously assess emerging opportunities and market trends to identify strategic investment areas and potential areas for growth at the airport. Stay attuned to local, regional, and national economic dynamics to capitalise on opportunities that align with the council's objectives and priorities.

Investor Role:

- **Strategic Investment:** Consider strategic investments in key projects and revenue-generating initiatives to catalyse development and attract private investment. Allocate public funds judiciously to kick-start priority projects with high potential for economic return and community impact.

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- **Risk Management:** Conduct rigorous financial analysis and risk assessments to evaluate investment opportunities and mitigate potential risks. Prioritise investments that offer favourable risk-return profiles and align with the council's long-term financial sustainability objectives.
- **Public-Private Partnerships:** Explore opportunities for public-private partnerships (PPPs) and joint ventures to leverage private sector expertise and capital for airport development projects. Structure partnerships to optimise risk sharing, cost efficiency, and project delivery timelines while maximising public benefits.

Strategist Role:

- **Long-Term Planning:** Develop and oversee the implementation of the strategic master plan for the airport that integrates economic development, infrastructure investment, and community engagement. Set clear objectives, define actionable strategies, and establish performance metrics to guide decision-making and measure progress over time.
- **Sustainable Growth:** Ensure that airport development initiatives align with principles of sustainability and resilience. Integrate environmental considerations, economic cost-benefit objectives into planning and decision-making processes to create long-term value for residents, businesses, and visitors.
- **Adaptive Management:** Adopt an adaptive management approach that allows for flexibility, agility, and continuous learning in response to changing market conditions, regulatory requirements, and community needs. Regularly monitor progress, solicit feedback, and adjust strategies as necessary to optimise outcomes and achieve desired results.

By embracing the roles of facilitator, investor, and strategist, Ballarat City Council can proactively drive airport development efforts and stimulate economic growth. This multifaceted approach empowers the council to leverage its resources and influence effectively while maximising the impact of airport development initiatives on the community and the region.

14.3.2 Strategies and Models for Development and Revenue Generation

In formulating the strategic airport master plan for Ballarat, it's crucial for the City Council to not only delineate its role but also strategically assess pathways for sustainable growth and financial viability. This entails an examination of various dimensions, encompassing strategic development, financing strategies, revenue models, and supplementary income streams. To facilitate this exploration, Table delineates an array of options considered and reviewed in this chapter.



Table 17: Strategies and Models Considered

Development Strategy	Financing Strategy	Revenue Models	Additional Revenue Sources
Public-Private Partnership	Debt Financing	Land Sales	Aircraft Parking / Landing Fees
Built-Operate-Transfer	Equity Financing	Land Lease	Ground Handling Charges
Joint Venture	Asset Monetisation	Operator Agreement	Advertising Space Rental
Master / Sub-Developers	Project Finance	Revenue Sharing Model	Passenger Facility Charges
Private Developer	Grants and Subsidies	Sell-Lease Back	Cargo Handling Fees
		Owner - Operator	Terminal Service Fees
		Concession Agreement	Event Space Rentals
			Corporate Sponsorships
			Parking Fees

Development Options / Strategies

As Ballarat Airport embarks on its journey of expansion and enhancement, the selection of appropriate development options and strategies becomes paramount. Each approach brings its unique set of advantages and challenges, shaping the trajectory of the airport's growth and transformation. In this section, we delve into an analysis of several development strategies available to Ballarat Airport, evaluating their pros and cons to inform strategic decision-making and maximise the airport's potential for success.

- Public-Private Partnership (PPP):** Collaborate with private investors and developers to finance and develop key projects at the airport. This approach can leverage private sector expertise and capital while sharing risks and rewards between public and private entities.
 - Pros:** Access to private sector expertise and capital, risk-sharing mechanism.
 - Cons:** Complex negotiation process, potential for conflicting interests
- Built-Operate-Transfer (BOT):** Implement BOT arrangements for major projects, allowing private developers to design, build, operate, and maintain facilities for a specified period before transferring ownership back to the council. This model can facilitate project delivery and transfer operational risks to private developers.
 - Pros:** Expedited project delivery, transfer of operational risks.
 - Cons:** Limited control over operational activities, dependency on private developers.
- Joint Venture:** Form joint ventures with local businesses, industry partners, or government agencies to co-invest in projects and commercial developments at the airport. Pooling financial resources, expertise, and market networks can accelerate project implementation and mitigate investment risks.
 - Pros:** Pooling of resources and expertise, shared risk, and reward.
 - Cons:** Potential for divergent priorities, coordination challenges.
- Master / Sub-Developers:** Engage master developers or sub-developers to oversee the planning, design, and construction of specific components (Non-Aviation Development Zone) of the airport master plan. This approach can streamline project management and optimise resource allocation for complex development initiatives.
 - Pros:** Streamlined project management, specialised expertise.
 - Cons:** Dependency on external entities, potential for cost overruns.
- Private Developer:** Partner with private developers to undertake specific projects, such as commercial real estate development. This option can leverage private sector innovation and efficiency while aligning with the airport's strategic objectives.
 - Pros:** Innovation and efficiency, potential for accelerated project timelines.



- **Cons:** Limited control over project direction, dependency on external funding.

Based on our analysis, we recommend a balanced approach that combines elements of public-private partnerships, joint ventures, and private developer collaborations. This hybrid strategy leverages the strengths of each model while mitigating associated risks, thereby positioning Ballarat Airport for resilient development in the years to come.

Table 18: Development Strategy Recommendations

Opportunity	Recommendation
Terminal Building	<ul style="list-style-type: none"> • Pursue a Public-Private Partnership (PPP) model or BOT arrangement to finance and develop the terminal building, leveraging private sector expertise and capital. • Investigate opportunities for State funding and/or available grants.
Light Industrial Units/Land	<ul style="list-style-type: none"> • Offer land to private developers and/or owner/operators (freehold or leasehold) • Potential to engage in joint ventures with local businesses or industrial partners to co-invest in the development of light industrial units.
Hangar Space for Private and Commercial Aircraft	<ul style="list-style-type: none"> • Offer the land to developers and owner/operators on a long-term lease agreement to provide a steady stream of revenue through lease payments while retaining ownership of the land. • Alternatively, consider a Built-Operate-Transfer (BOT) model to facilitate hangar construction and operation by private developers.
Short-Term Accommodation Catering to Airport Users	<ul style="list-style-type: none"> • Offer the land to developers and operators on a freehold or long-term lease agreement. • Alternatively, establish a joint venture with a short-term accommodation provider to benefit from their specialised knowledge and experience, share risks, pool resources, and align interests.
Aircraft Maintenance and Repair Facilities	<ul style="list-style-type: none"> • Offer the land to developers and owner/operators on a long-term lease agreement to provide a steady stream of revenue through lease payments while retaining ownership of the land. • Alternatively, consider a Built-Operate-Transfer (BOT) model to facilitate hangar construction and operation by private developers.
Taxi/Shuttle/Public Transport Services	<ul style="list-style-type: none"> • Collaborate with local transportation providers to enhance taxi, shuttle, and public transport services to and from the airport.

Financing Options

Numerous financing avenues exist for the Ballarat Strategic Airport Master Plan. Below is a high-level evaluation of the predominant forms considered for funding the Master Plan's development.

1. **Debt Financing:** Debt financing involves raising capital by borrowing funds from lenders, such as banks, financial institutions, or bond markets, with the promise of repayment over time with interest.
 - **Pros:** Access to upfront capital without diluting ownership, predictable repayment schedules, potential tax benefits.
 - **Cons:** Interest payments increase overall project costs, reliance on borrowed funds may strain financial resources.
2. **Equity Financing:** Equity financing entails raising capital by selling ownership stakes in the airport to investors, such as institutional investors, private equity firms, or individual shareholders, in exchange for funds.
 - **Pros:** No obligation to repay funds, shared financial risk with investors, potential for long-term partnerships.
 - **Cons:** Dilution of ownership and control, limited availability for smaller projects, higher cost of equity compared to debt.



3. **Asset Monetisation:** Asset monetisation involves generating revenue by leveraging the value of existing assets, such as land, buildings, or infrastructure, through sale-leaseback transactions, concessions, or leases.
 - **Pros:** *Unlocking value from existing assets, generating immediate cash flow, optimising asset utilisation.*
 - **Cons:** *Loss of control over monetised assets, potential for short-term gains at the expense of long-term revenue streams.*
4. **Project Finance:** Project finance is a structured financing approach that involves raising capital for specific projects based on their anticipated cash flows and assets, rather than the creditworthiness of the airport authority.
 - **Pros:** *Non-recourse or limited-recourse financing, ring-fencing project risks, clear visibility of revenue streams.*
 - **Cons:** *Complex structuring and documentation requirements, higher interest rates compared to traditional financing.*
5. **Grants and Subsidies:** Grants and subsidies are non-repayable funds provided by government agencies, international organisations, or private foundations to support specific projects, initiatives, or sectors.
 - **Pros:** *Non-repayable funding, support for strategic initiatives, potential to leverage funds for additional financing.*
 - **Cons:** *Competitive application process, limited availability, compliance requirements may restrict project flexibility.*

Table 19: Financing Strategy Recommendations

Opportunity	Recommendation
Terminal Building	<ul style="list-style-type: none"> • Utilise debt financing for the initial construction phase, ensuring manageable repayment terms. • Explore equity financing options for future expansions, providing flexibility in funding sources. • Explore state funding and grant opportunities
Light Industrial Units/Land	<ul style="list-style-type: none"> • Explore asset monetisation options for underutilised land (freehold) • Consider a combination of Debt-Equity financing and 'in-kind' contributions in the case of a joint-venture
Hangar Space for Private and Commercial Aircraft	<ul style="list-style-type: none"> • Explore asset monetisation options for underutilised land (ideally on a long-term lease basis) • Consider a combination of Debt-Equity financing and 'in-kind' contributions in the case of a joint-venture.
Short-Term Accommodation Catering to Airport Users	<ul style="list-style-type: none"> • Explore asset monetisation options for underutilised land (freehold) • Consider a combination of Debt-Equity financing and 'in-kind' contributions in the case of a joint-venture
Aircraft Maintenance and Repair Facilities	<ul style="list-style-type: none"> • Explore asset monetisation options for underutilised land (ideally on a long-term lease basis) • Consider a combination of Debt-Equity financing and 'in-kind' contributions in the case of a joint-venture.
Taxi/Shuttle/Public Transport Services	<ul style="list-style-type: none"> • Financing for transport services at the airport can be optimised by pursuing a mix of funding sources, including subsidies, user fees, public funding, and revenue-sharing agreements with private operators.

Revenue/Operating Models

In this section, we explore a range of revenue generation strategies tailored for Ballarat Airport's growth and financial sustainability. By analysing these strategies, we aim to provide valuable insights for Ballarat Airport's journey towards resilient revenue generation and sustainable growth.



1. **Land Sales:** Selling airport-owned land for commercial development can generate significant revenue.
 - *Pros: Generates significant upfront revenue, diversifies income sources.*
 - *Cons: Loss of control, limited availability of land for sale.*
2. **Land Lease:** Leasing airport land to businesses or developers can provide a steady stream of income through lease payments.
 - *Pros: Provides steady income through lease payments, offers flexibility in land use.*
 - *Cons: Requires careful negotiation of lease terms, long-term planning for land use.*
3. **Operator Agreements:** Partnering with operators to provide services such as concessions, retail, or parking can generate revenue through revenue-sharing agreements or fixed fees.
 - *Pros: Leverages third-party expertise, generates revenue through revenue-sharing or fixed fees.*
 - *Cons: Requires stringent oversight to ensure service quality, potential for conflicts with operators.*
4. **Revenue Sharing Models:** Collaborating with partners to share revenue generated from airport operations, such as parking fees, concessions, or advertising revenue.
 - *Pros: Incentivises performance through shared revenue, fosters partnerships.*
 - *Cons: Requires clear contractual agreements, complexity in revenue distribution.*
5. **Sell-Lease-Back:** Selling existing assets or assets upon completion and then leasing them back from the buyer can provide immediate cash flow.
 - *Pros: Generates immediate cash flow, retains access to essential infrastructure.*
 - *Cons: Requires careful financial planning, risk of higher lease costs in the long term.*
6. **Owner-Operator:** Operating key revenue-generating services such as parking facilities, or ground handling services internally.
 - *Pros: Maximises control and profitability, aligns with strategic objectives.*
 - *Cons: Requires investment in infrastructure and operations, higher operational risks.*
7. **Concession Agreement:** Entering into concession agreements with vendors or service providers to operate facilities such as food and beverage outlets, retail shops, or car rental services.
 - *Pros: Generates revenue through concession fees or revenue-sharing, enhances passenger experience.*
 - *Cons: Requires effective vendor management, risk of non-compliance or quality issues.*

Based on our analysis, we recommend adopting a diversified revenue model that combines elements of land lease agreements, operator agreements, and concession agreements. This hybrid approach leverages the strengths of each model while mitigating associated risks, thereby positioning Ballarat Airport for resilient revenue generation and sustainable growth in the years to come.

**Table 20: Revenue / Operating Model Recommendations**

Opportunity	Recommendation
Terminal Building	<ul style="list-style-type: none"> Explore revenue-sharing agreements with facility operators, airlines and concessionaires to maximise income potential.
Light Industrial Units/Land	<ul style="list-style-type: none"> Explore a mix of leasehold and freehold options. In the case of joint-venture development of units - offer flexible leasing options to attract tenants and stimulate economic activity.
Hangar Space for Private and Commercial Aircraft	<ul style="list-style-type: none"> Offer long-term lease agreements to aircraft owners for revenue stability.
Short-Term Accommodation Catering to Airport Users	<ul style="list-style-type: none"> Develop a revenue-sharing model with accommodation providers to ensure sustainable profitability.
Aircraft Maintenance and Repair Facilities	<ul style="list-style-type: none"> Offer long-term lease agreements to operators for revenue stability. Consider establishing dedicated MRO facilities through joint ventures or partnerships with established maintenance providers.
Taxi/Shuttle/Public Transport Services	<ul style="list-style-type: none"> Implement a revenue-sharing model with transport operators to incentivise service quality and reliability. Explore opportunities for advertising partnerships on transport vehicles to generate additional revenue.

Additional Revenue Generating Opportunities

In addition to core revenue streams, Ballarat Airport has various opportunities to diversify its income sources and maximise revenue potential. Detailed in the following section is an overview of the key opportunities identified for Ballarat Airport based on the Master Plan components.

- Aircraft Parking / Landing Fees:** Charging fees for aircraft parking and landings can generate significant revenue, especially for commercial flights and private aircraft. By implementing competitive pricing strategies and offering quality services, the airport can attract more aircraft traffic and increase fee revenue.
- Ground Handling Charges:** Providing ground handling services such as baggage handling, aircraft marshalling, and refuelling presents an opportunity to generate revenue. By offering efficient and reliable ground handling services to airlines and aircraft operators, the airport can earn service charges and enhance its reputation as a preferred aviation hub.
- Advertising Space Rental:** Utilising available space within the airport premises for advertising can generate revenue through advertising rentals. From digital screens to banners and posters, advertising opportunities can be offered to businesses seeking exposure to airport passengers and visitors.
- Passenger Facility Charges:** Implementing passenger facility charges, also known as airport improvement fees, can generate revenue to fund infrastructure upgrades and enhancements. These charges are typically included in the cost of airline tickets and collected by airlines on behalf of the airport.
- Cargo Handling Fees:** Offering cargo handling services to airlines and freight forwarders presents an opportunity to generate revenue from cargo handling fees. By investing in cargo handling infrastructure and equipment, the airport can attract cargo operators and capitalise on the growing demand for air freight services.
- Terminal Service Fees:** Charging fees for terminal services such as passenger facilities, Wi-Fi access, and lounge access can contribute to revenue generation. By providing services and amenities, the airport can create value for passengers and generate additional revenue streams.
- Event Space Rentals:** Renting out airport facilities for events such as conferences, exhibitions, and corporate functions presents an opportunity to generate additional revenue. By promoting the airport as a venue for events and providing event management services, the airport can diversify its revenue streams and utilise its infrastructure efficiently.

Ballarat Airport Strategy and Master Plan 2024



8. **Corporate Sponsorships:** Partnering with corporate sponsors and advertisers can generate revenue through sponsorship deals and brand collaborations. By offering sponsorship opportunities for airport facilities, events, and advertising spaces, the airport can create mutually beneficial partnerships and enhance its revenue potential.
9. **Parking Lot Fees:** Charging fees for parking services in airport parking lots can generate steady revenue. By offering convenient parking facilities, shuttle services, and loyalty programs, the airport can attract more passengers and visitors, increasing parking revenue.

By capitalising on these additional revenue generation opportunities, Ballarat Airport can diversify its income sources, strengthen its financial position, and support its long-term growth and development objectives.

14.3.3 Conclusion

The evaluation of commercial opportunities at Ballarat Airport has highlighted a diverse array of possibilities for revenue generation and economic development. By strategically aligning each opportunity with the airport's goals and operational requirements, the City can maximise the potential of the airport master plan while ensuring long-term sustainability.

To realise this vision, a multifaceted approach encompassing roles of facilitator, investor, and strategist/marketer is recommended. By actively cultivating partnerships, strategic investments, and long-term planning, the council can drive sustainable growth and maximise community benefits.

Strategically assessing pathways for sustainable growth and additional revenue generation leading to financial viability is crucial for the realisation of the master plan. By embracing a balanced approach that combines elements of public-private partnerships, joint ventures, and private developer collaborations, Ballarat Airport can position itself for resilient development in the years to come.

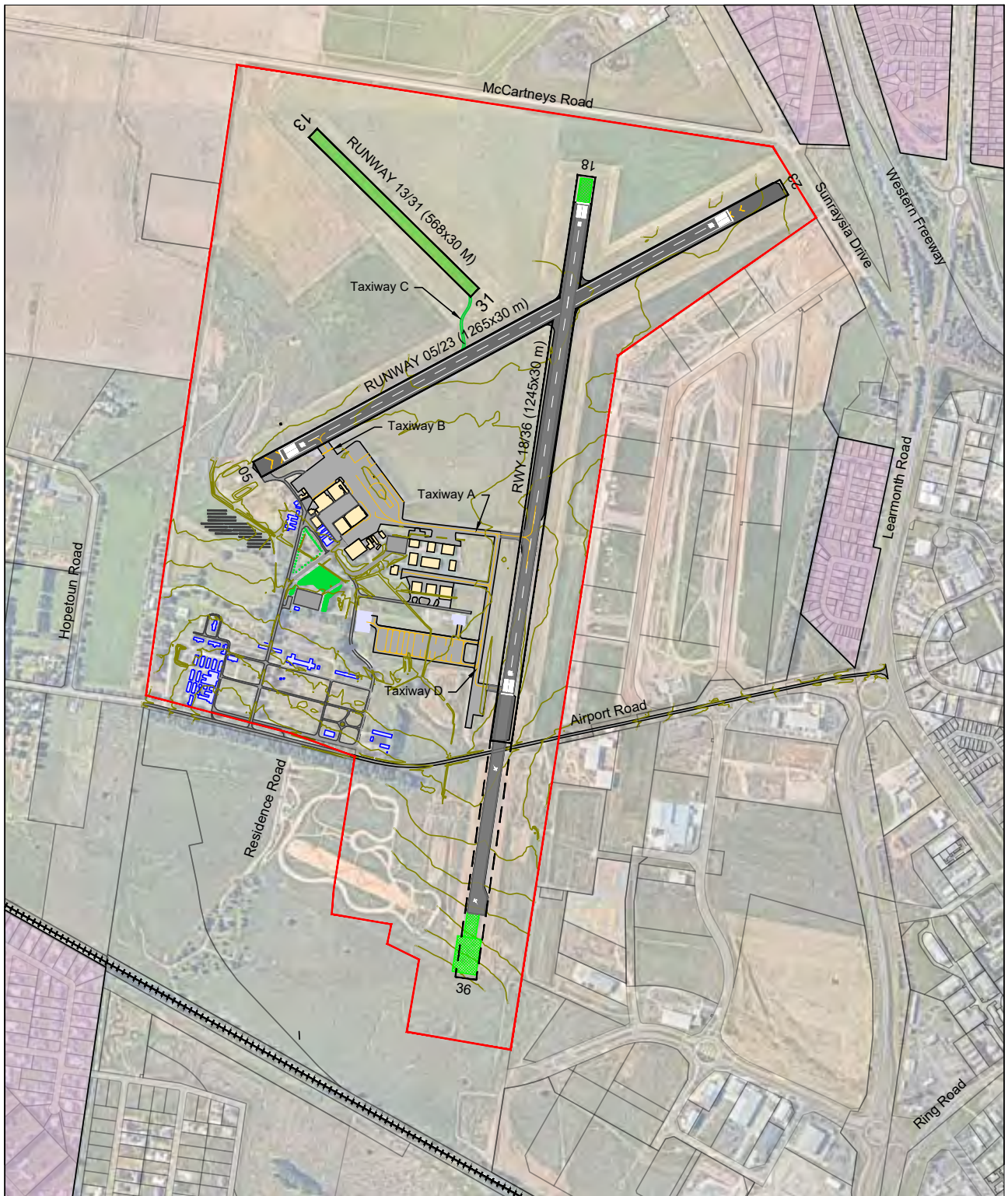
Furthermore, adopting a diversified revenue model that leverages land sales, lease agreements, operator agreements, and concession agreements can enhance revenue generation and support sustainable growth. By capitalising on additional revenue-generating opportunities Ballarat Airport can strengthen its financial position and support its long-term growth objectives.

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Appendix A: Existing Conditions Plan

BALLARAT AIRPORT MASTER PLAN | EXISTING CONDITIONS PLAN



<ul style="list-style-type: none"> — CADASTRE ⚡ RAILWAY LINE — CONTOURS ▭ EXISTING RUNWAYS ▭ EXISTING AIRPORT PRECINCT ▭ RESIDENTIAL ZONES 	<p>DRAWING NO: BAMP-002 REVISION NO: A DATE: April 2024 SCALE: 1:12,500@A4 GCS: GDA94 MGA54</p> <div style="text-align: center;"> <p>Meters</p> </div>	<p>N</p>	
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Ballarat Airport Strategy and Master Plan 2024



Appendix B: Airport Water and Sewer Services Map



**Appendix C: MySay Online Surveys****INDUSTRY SURVEY**

1. Does your organisation use aviation in its operations or supply chain?
 2. What aviation services does your organisation use?
 3. How often does your organisation use aviation in its operations or supply chain?
 4. Would an airline service (including the provision of air freight services) from Ballarat Airport to other major population centres in Australia be beneficial for your organisation?
 5. Which destination(s) served by an airline from Ballarat Airport would be most beneficial for your organisation?
 6. Would you be prepared to discuss your organisation's aviation usage with a member of the Ballarat Airport Master Plan Team?
 7. Is there anything else you would like us to know?
-

COMMUNITY SURVEY

1. How regularly do you, or members of your household, travel by air?
 2. What is the primary purpose of your air travel?
 3. To which of the following interstate destinations do you, or members of your household, travel?
 4. Would an airline service from Ballarat Airport to other major population centres in Australia be beneficial to you?
 5. What do you think are the key benefits that an airline service to Ballarat would offer?
 6. Do you have any concerns about the Ballarat Airport, that you think should be considered within the Ballarat Airport Strategy and Master Plan project?
 7. Is there anything else you would like us to know, in relation to the Ballarat Airport?
 8. What suburb do you reside in?
 9. I am (Select your gender)
 10. I am (Select your age bracket)
 11. I identify as
-



Appendix D: Airport Users Questionnaire

Ballarat Airport Stakeholder Questionnaire

Business and Operations

What is the nature of your operations? Please describe details including number of flights, operation type/s including seasonal/peak operations, and aircraft type/s.

What is the nature of your airport operations? Please describe any operational details including runway usage, local conditions, procedure usage, fly neighbourly advices, and night operations.

How easy is it to negotiate contractual terms and rates with the airport operator?

How would the introduction of a scheduled airline service affect your organization’s operations and growth plans?

How could the City of Ballarat improve the services it provides to Airport users?

Facilities and Infrastructure

Are there any potential infrastructure upgrades or requirements you believe are needed to assist the safe and efficient operation of the airport?

Safety and Security

Are there any access and security requirements at Airport?

Are there any known aviation safety hazards for example windshear, obstacles, terrain, or weather?

Are there any known WHS safety hazards; for example, PFAS, pollution, or other hazards?

Are there any known aviation/WHS safety gaps such as poor lighting, blind spots, and degradation in markings?

Environment

Is Airport impacted by severe weather events such as king tides or severe storms

How has climate change events impacted your operations? For example, bushfire response and floods

What measures is your organisation taking to reduce carbon emissions?

Are there any known wildlife hazards on or near Airport

Are there any known cultural or heritage sites on/near Airport

Regional Development

Are there any airport-based events that occur regularly including airshows or fly ins

Is there any growth in domestic and intrastate tourism potential

Is there any specific tourism and economic development in the area

Community Impacts

Are there any known aviation impacts on the local community including noise and nuisance



Appendix E: MySay Survey Results

Key themes in feedback

- There is very high support from both industry and community for interstate airline services
- Over 80% of industry respondents said that aviation would offer benefit to their business
- There is good understanding from both industry and community of the economic impacts of interstate airline services from Ballarat
- The strongest concern coming from community is aircraft noise, followed by the potential for aircraft noise to impact their house valuation. However, the majority responded 'no' to the question of whether they held concerns for the airport development
- Almost 2/3 of Ballarat businesses use aviation within their supply chain or operations every week

Total in year

Over 1,150 (> 1,600 in peak season) people visit MEL Airport from the Ballarat Catchment Area daily with most coming from Ballarat and Moorabool

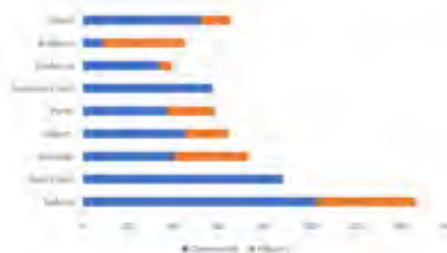
Top industry destinations by airport

1. Sydney
2. Brisbane
3. Adelaide
4. Perth

Where are people travelling?

Top 5 destinations	Daily trips (peak)
1. Sydney	230 (>300)
2. Brisbane	136 (>215)
3. Gold Coast	110 (>200)
4. Adelaide	75 (>135)
5. Perth	50 (>90)

Top Destinations - Survey Responses



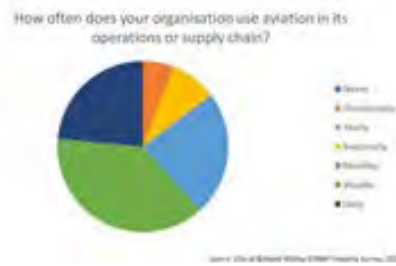
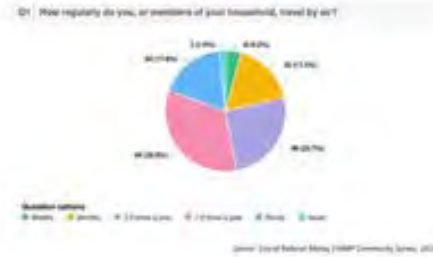
Source: Ballarat Catchment Area Airport Strategy & Master Plan (2024) - Airport Profile

Source: Ballarat Catchment Area Airport Strategy & Master Plan (2024) - Airport Profile

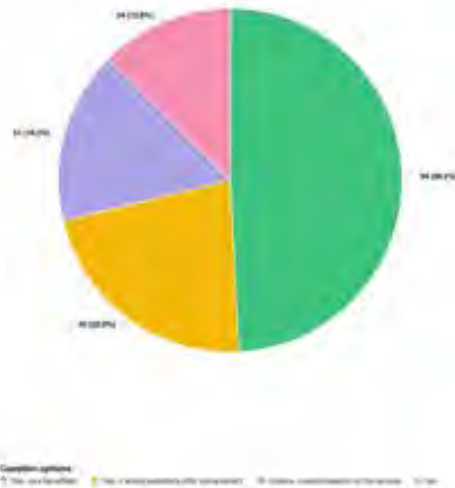
Other locations included Launceston, Townsville, New Zealand, Hervey Bay, Mackay, Townsville, Alia Springs, Bathurst, Coffs Harbour, Dublin, Phoenix Island, Mount Gambier, Newcastle, Tamworth, Toowoomba, Wagga Wagga, Wollongong and international destinations.



Travel Frequency



Would an airline service in Ballarat be beneficial to you?
Community Survey



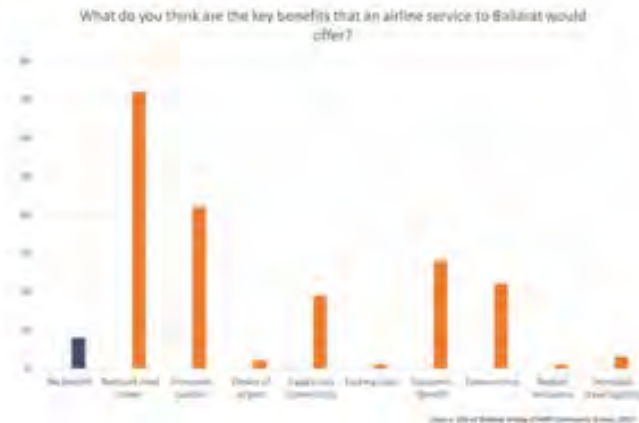


What do you think are the key benefits that an airline service to Ballarat would offer?

Community Survey

Top 3

- Reduced Road Travel 35%
- Tourism Benefits 21%
- Economic Benefits 14%



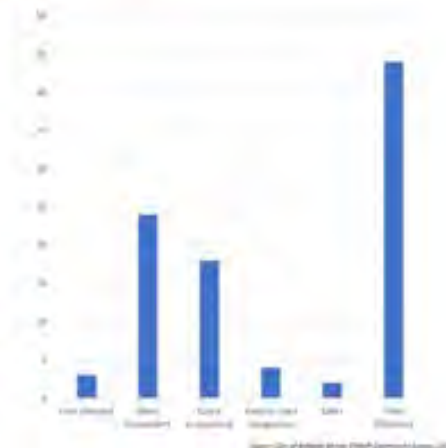
Key theme: Reducing Road Travel

Community Survey

35% of qualitative responses, told us that reducing road travel was a key benefit to the proposed upgrade of Ballarat Airport.

A deeper analysis of these responses told us that the key reasons reducing road travel was important was:

- Time Efficiency 46%
- More Convenient 25%
- More Economical 19%
Due to both petrol prices and parking prices
- Reduced Road Congestion 4%
- Less Stressful 3%
- Safety 2%

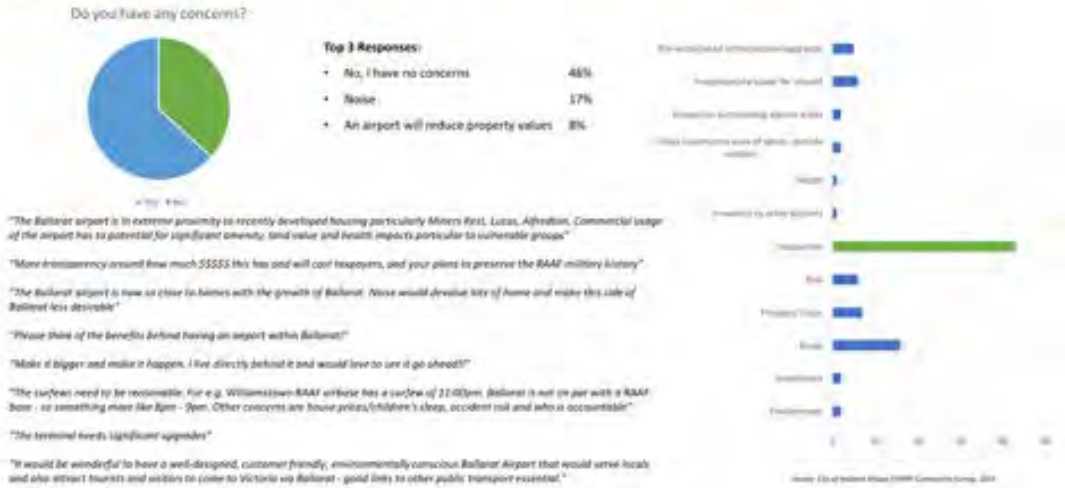


Ballarat Airport Strategy and Master Plan 2024



Do you have any concerns about the Ballarat Airport, that you think should be considered within the Ballarat Airport Strategy and Master Plan project? (Open question)

Community Survey



Aviation Usage

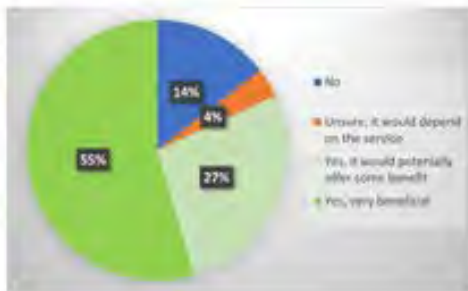
Community Survey





Would an airline service, from Ballarat Airport to other major population centres in Australia be beneficial for your organisation? *Industry Survey*

- 82% of industry respondents said that an airline service would benefit their organisation.



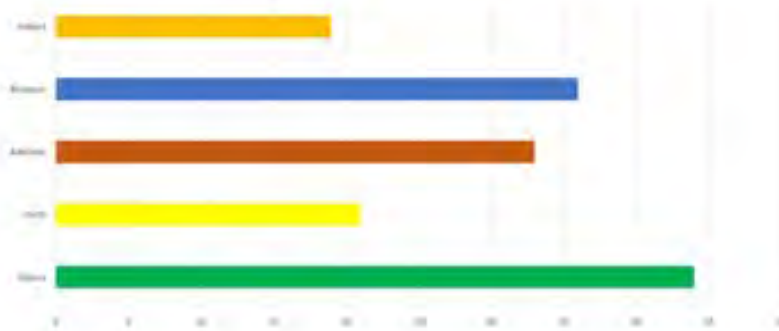
Source: 2024 Ballarat Airport Strategy Survey, 2023

What aviation services does your organisation use?



Which destination(s) served by an airline from Ballarat Airport, would be most beneficial for your organisation? *Industry Survey*

Most popular destinations for industry



Source: 2024 Ballarat Airport Strategy Survey, 2023



Comments | Industry Survey

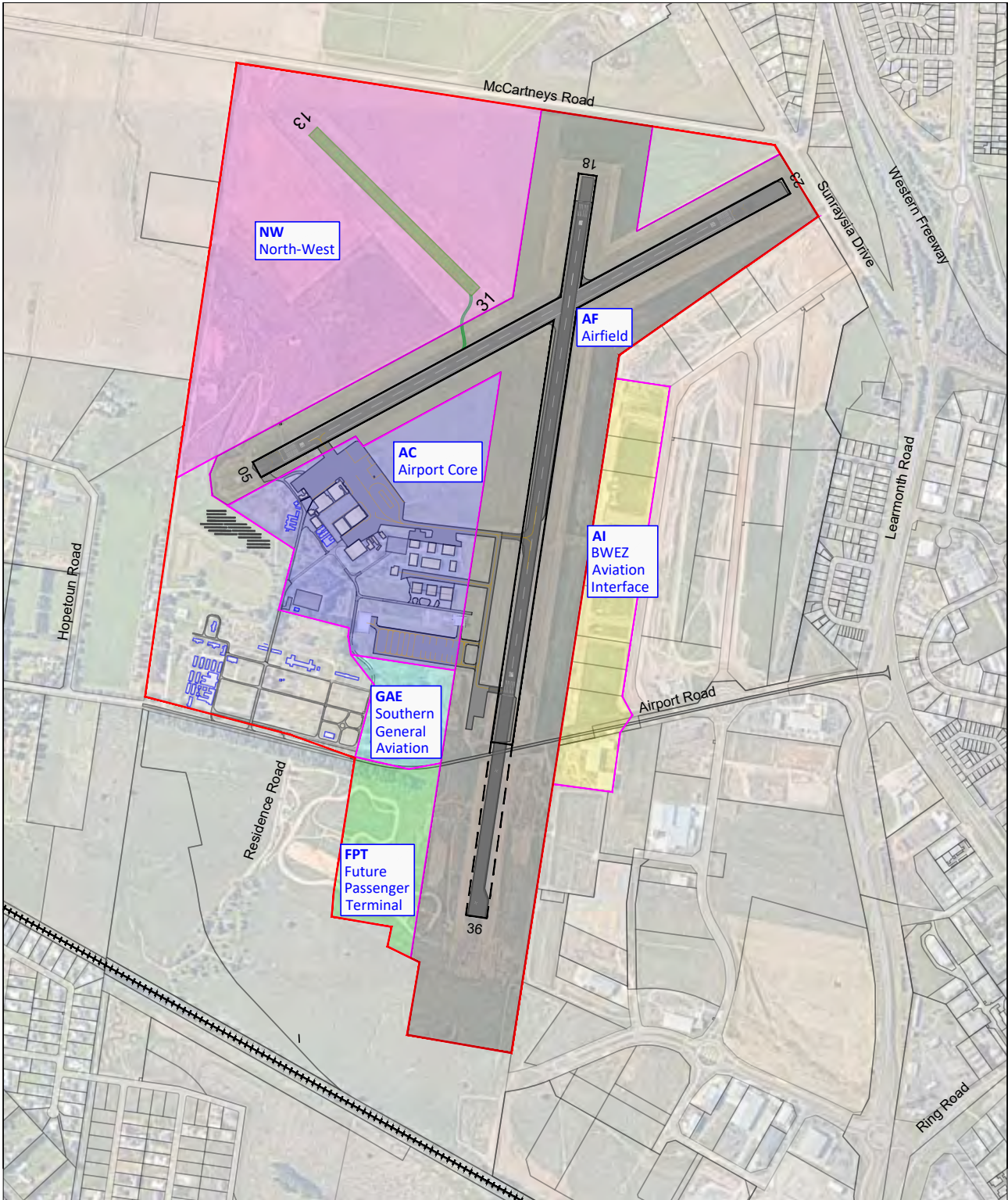
- *Interstate flights are needed to realise Ballarat's full growth potential. It's potentially one of the only major cities in Australia with no such transport links.*
- *"The potential employment opportunity that could generate from this venture would be an exceptional boost to the Ballarat region."*
- *"It is important for the region and local businesses that we continue to develop and build infrastructure projects that look deep into the future and support this growing region."*
- *"Commercial flights at the Ballarat airport are crucial for Ballarat's ongoing success and growth."*
- *"There is a great need to decentralize the aviation industry. We will see smaller aircraft being able to service more remote centres. Gekka would utilise aviation more if it were available directly out of Ballarat. Fly-in experts will be required."*

Ballarat Airport Strategy and Master Plan 2024



Appendix F: Land Use Precincts Plan

BALLARAT AIRPORT MASTER PLAN | LAND USE PRECINCTS PLAN



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

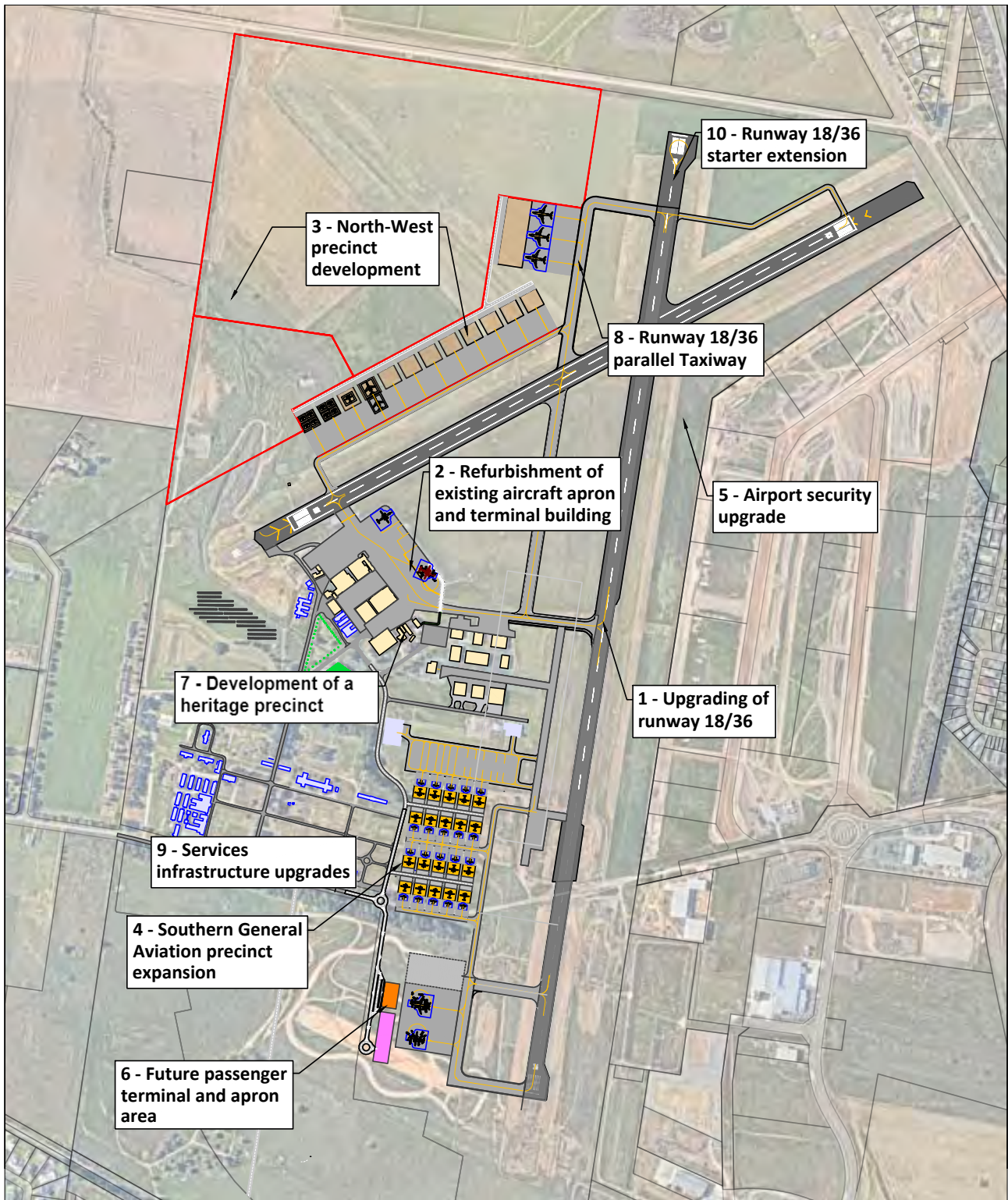
<ul style="list-style-type: none"> — CADASTRE ⚡ RAILWAY LINE ▭ EXISTING RUNWAYS ▭ EXISTING AIRPORT PRECINCT 	<p>DRAWING NO: BAMP-001 REVISION NO: A DATE: April 2024 SCALE: 1:12,500@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
<p>0 250 500 Meters</p>			

Ballarat Airport Strategy and Master Plan 2024



Appendix G: Facilities Development Concept Plans

BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR AIRPORT INFRASTRUCTURE DEVELOPMENT

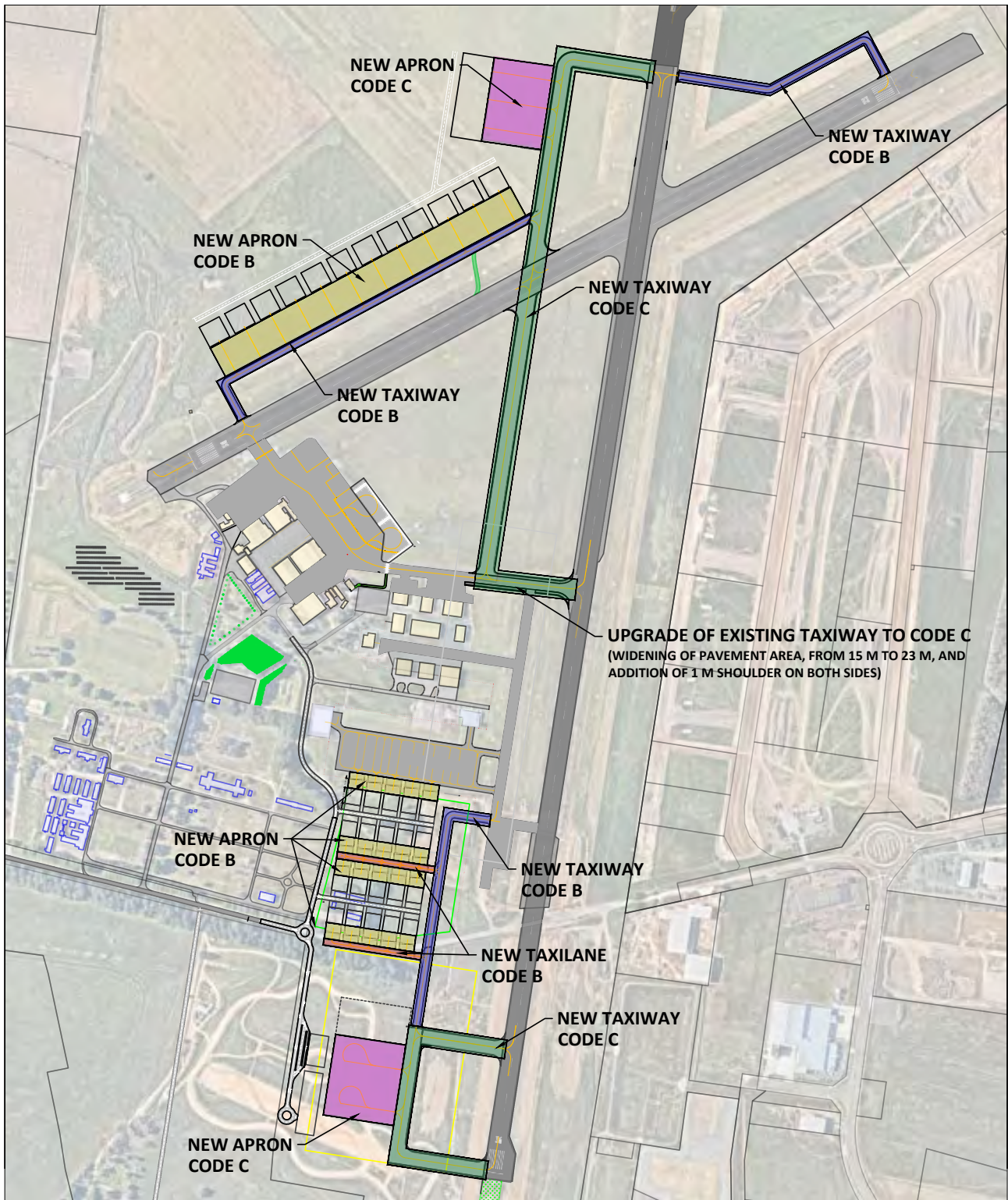


DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

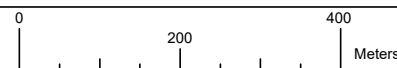


1 Upgrading of runway 18/36	6 Future passenger terminal and apron area	DRAWING NO: BAMP-003 REVISION NO: B DATE: July 2024 SCALE: 1:10,000@A4 GCS: GDA94 MGA54		
2 Refurbishment of existing apron and terminal	7 Development of a heritage precinct			
3 North-West precinct development	8 Runway 18/36 parallel taxiway			
4 Southern General Aviation precinct expansion	9 Services infrastructure upgrades			
5 Airport security upgrade	10 Runway 18/36 starter extension			



BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR AVIATION FACILITIES



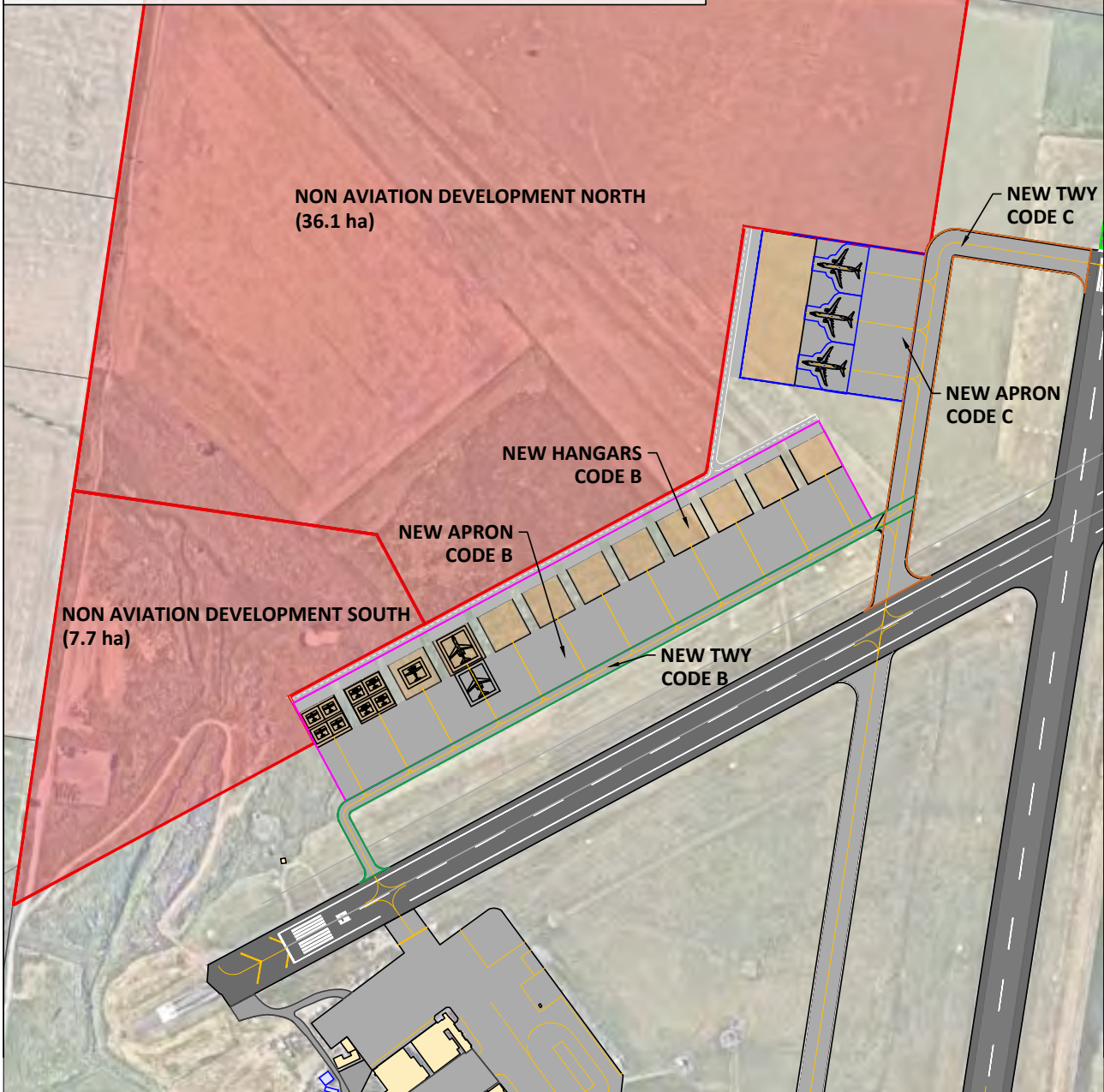
DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> NEW TAXIWAY CODE B NEW TAXIWAY CODE C NEW TAXILANE CODE B NEW APRON CODE B NEW APRON CODE C 	<p>DRAWING NO: BAMP-004 REVISION NO: A DATE: April 2024 SCALE: 1:8,000@A4 GCS: GDA94 MGA54</p> <div style="text-align: center;">  <p>Meters</p> </div>	<p>N</p> 	
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BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR DEVELOPMENT OF NORTHWESTERN AIRPORT PRECINCT

LIST OF PLANNED DEVELOPMENTS

- Decommissioning of grass RWY 13/31 and grass taxiway C
- Up to 12 hangars, up to 36 m x 36 m (1,296 sqm), capable of hosting A/C up to CODE B
- Landside parking area in front of each hangar, up to 36 m x 10 m (360 sqm)
- Airside apron area in front of the hangars, up to 542 m x 55 m (29,810 sqm), capable of hosting A/C up to CODE B
- Hangar space, up to 135 m x 100 m (13,500 sqm), capable of hosting A/C up to CODE C (Boeing 737 MAX8)
- Landside parking area in front of the hangar space, up to 135 m x 10 m (1,350 sqm)
- Apron area in front of the hangars, up to 135 m x 63.5 m (8,573 sqm), capable of hosting A/C up to CODE C (Boeing 737 MAX8)
- New CODE B taxiway from RWY 05 threshold to Code B hangars, parallel to RWY 05/23
- New CODE C taxiway from RWY 18 threshold to Code C hangars, parallel to RWY 18/36
- Landside access roads to aviation infrastructure
- Two lots for non aviation development: North (36.1 ha) and South (7.7 ha)

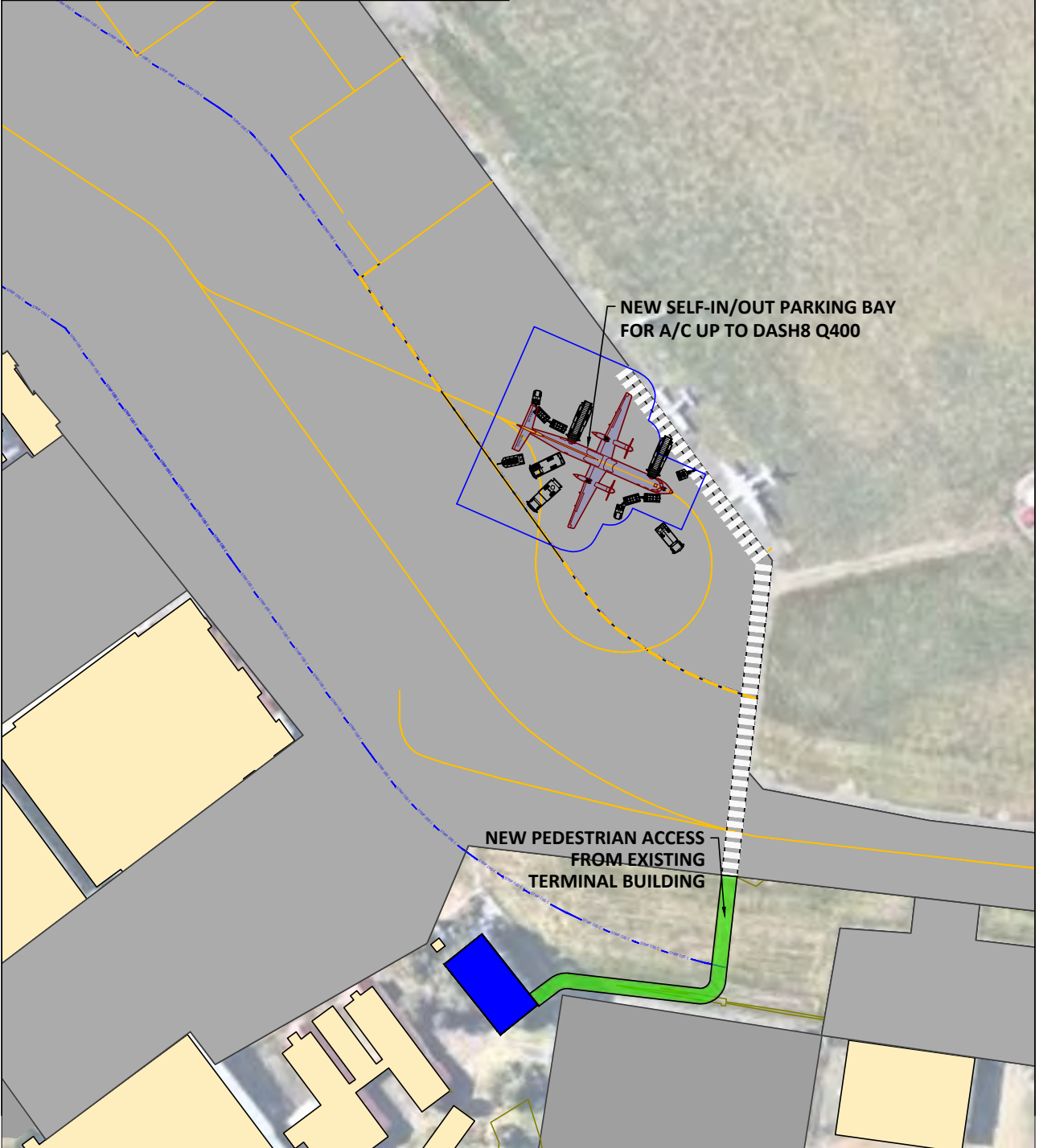


DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN



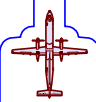
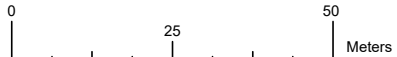


<ul style="list-style-type: none"> ▬ NON AVIATION DEVELOPMENT ▬ NEW HANGARS&APRON CODE B ▬ NEW TAXIWAY CODE B ▬ NEW HANGARS&APRON CODE C ▬ NEW TAXIWAY CODE C 	<p>DRAWING NO: BAMP-005 REVISION NO: A DATE: April 2024 SCALE: 1:5,000@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
<p>0 100 200 Meters</p>			

BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR REFURSHIBMENT OF EXISTING AIRCRAFT APRON AND TERMINAL BUILDING - OPTION 1

- LIST OF PLANNED DEVELOPMENTS**
- Decommissioning of GA parking areas and secondary TWY on main apron
 - Creation of a single bay for A/C up to Bombardier Dash 8Q400. Self-in & self-out manoeuvring
 - Pedestrian access pathway from existing terminal building



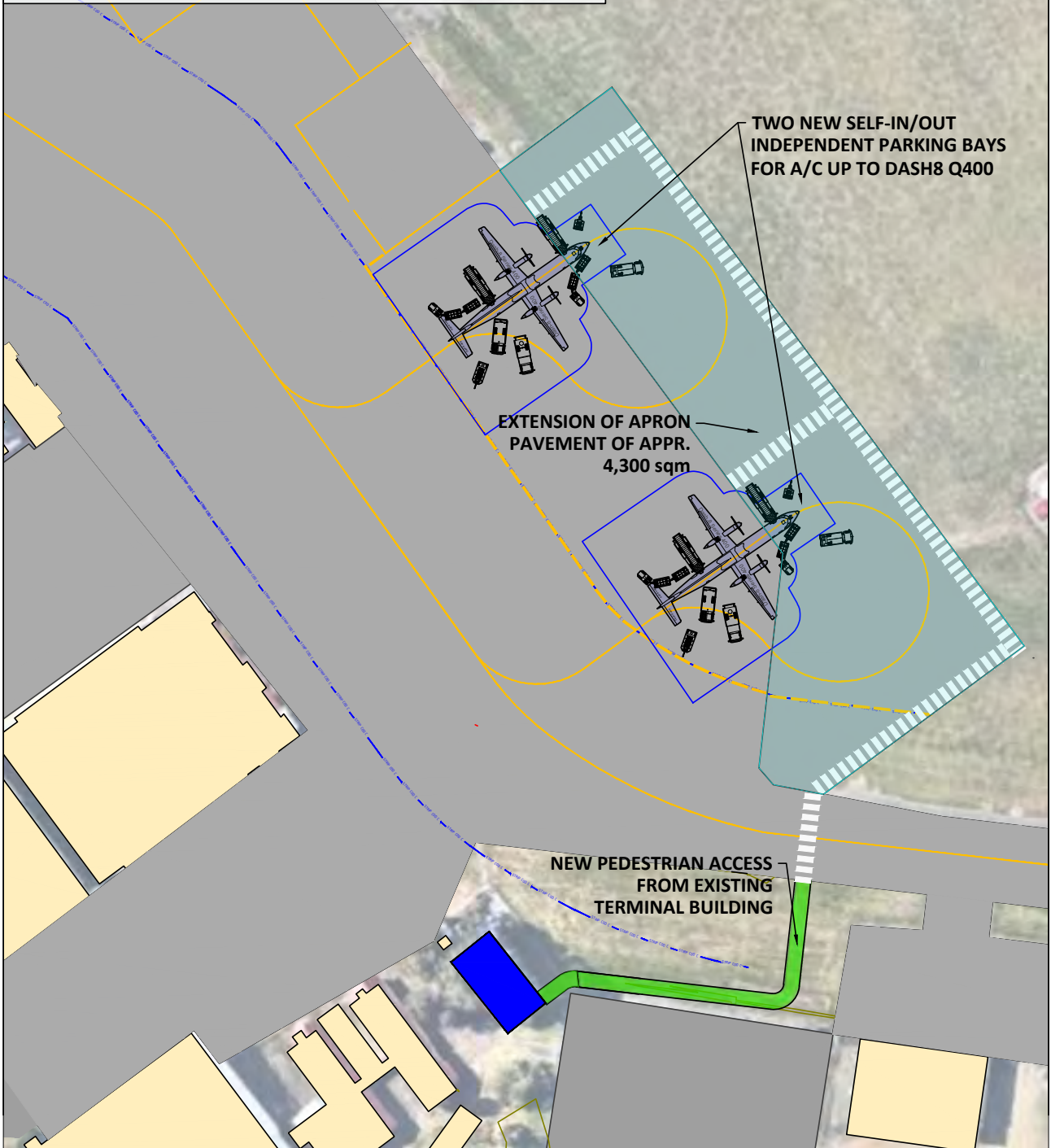
DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none">  TAXIWAY STRIP, CODE C  EXISTING TERMINAL BUILDING  DESIGN A/C (BOMBARDIER DASH 8 Q400) AND PARKING CLEARANCE BOX (4.5 M) 	<p>DRAWING NO: BAMP-006a REVISION NO: A DATE: April 2024 SCALE: 1:1,000@A4 GCS: GDA94 MGA54</p> 		
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BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR REFURSHIBMENT OF EXISTING AIRCRAFT APRON AND TERMINAL BUILDING - OPTION 2

LIST OF PLANNED DEVELOPMENTS

- Decommissioning of GA parking areas and secondary TWY on main apron
- Creation of two independent parking bays for A/C up to Bombardier Dash 8Q400. Self-in & self-out manoeuvring.
- Extension of apron pavement by appr. 4,300 sqm
- Pedestrian access pathway from existing terminal building



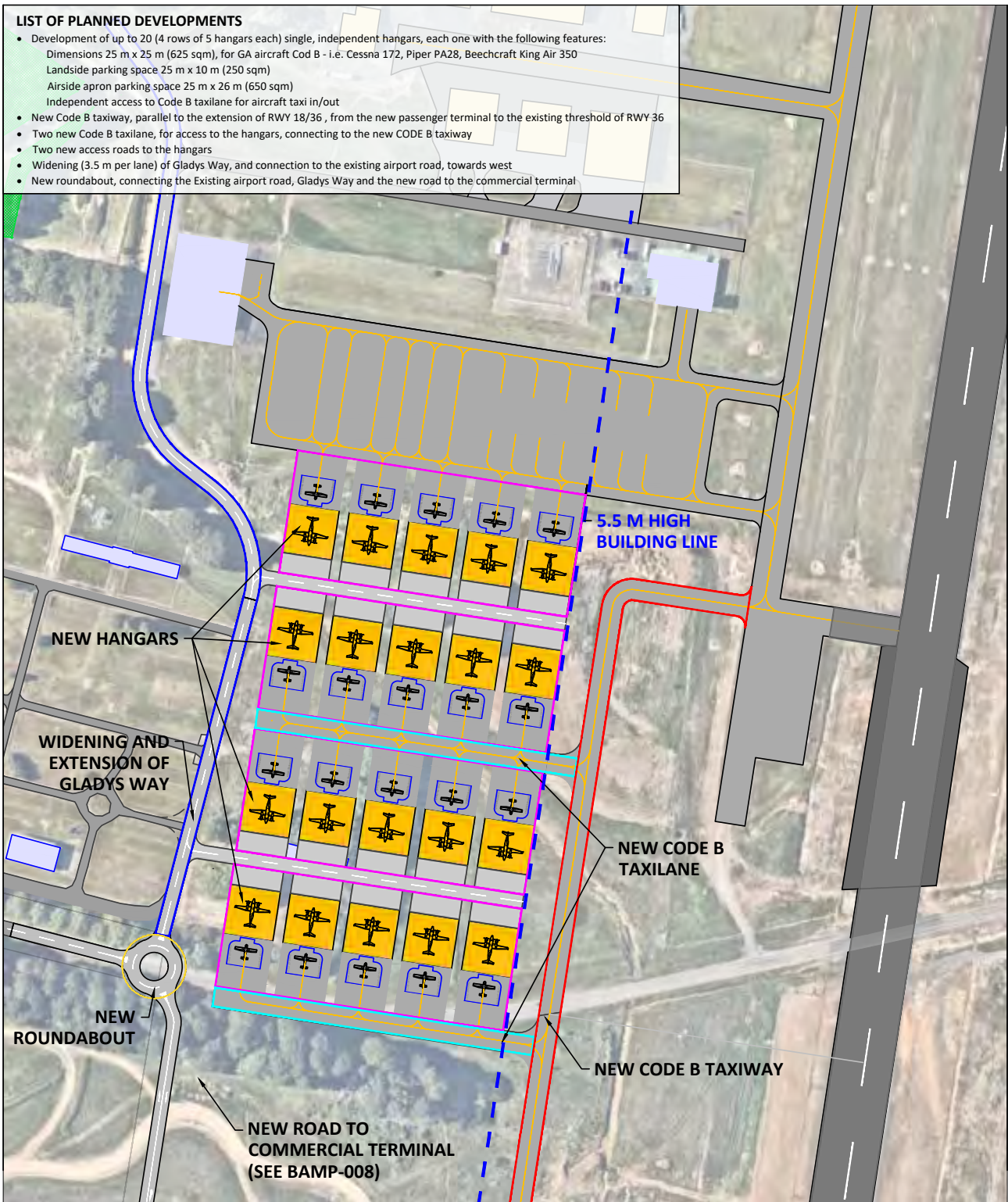
DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> TAXIWAY STRIP, CODE C EXISTING TERMINAL BUILDING NEW ADDITIONAL APRON PAVEMENT DESIGN A/C (BOMBARDIER DASH 8 Q400) AND PARKING CLEARANCE BOX (4.5 M) 	<p>DRAWING NO: BAMP-006b REVISION NO: A DATE: April 2024 SCALE: 1:1,000@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
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BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR REMEDIATION AND DEVELOPMENT OF SOUTHERN GENERAL AVIATION PRECINCT

LIST OF PLANNED DEVELOPMENTS

- Development of up to 20 (4 rows of 5 hangars each) single, independent hangars, each one with the following features:
 - Dimensions 25 m x 25 m (625 sqm), for GA aircraft Cod B - i.e. Cessna 172, Piper PA28, Beechcraft King Air 350
 - Landside parking space 25 m x 10 m (250 sqm)
 - Airside apron parking space 25 m x 26 m (650 sqm)
 - Independent access to Code B taxilane for aircraft taxi in/out
- New Code B taxiway, parallel to the extension of RWY 18/36, from the new passenger terminal to the existing threshold of RWY 36
- Two new Code B taxilane, for access to the hangars, connecting to the new CODE B taxiway
- Two new access roads to the hangars
- Widening (3.5 m per lane) of Gladys Way, and connection to the existing airport road, towards west
- New roundabout, connecting the Existing airport road, Gladys Way and the new road to the commercial terminal



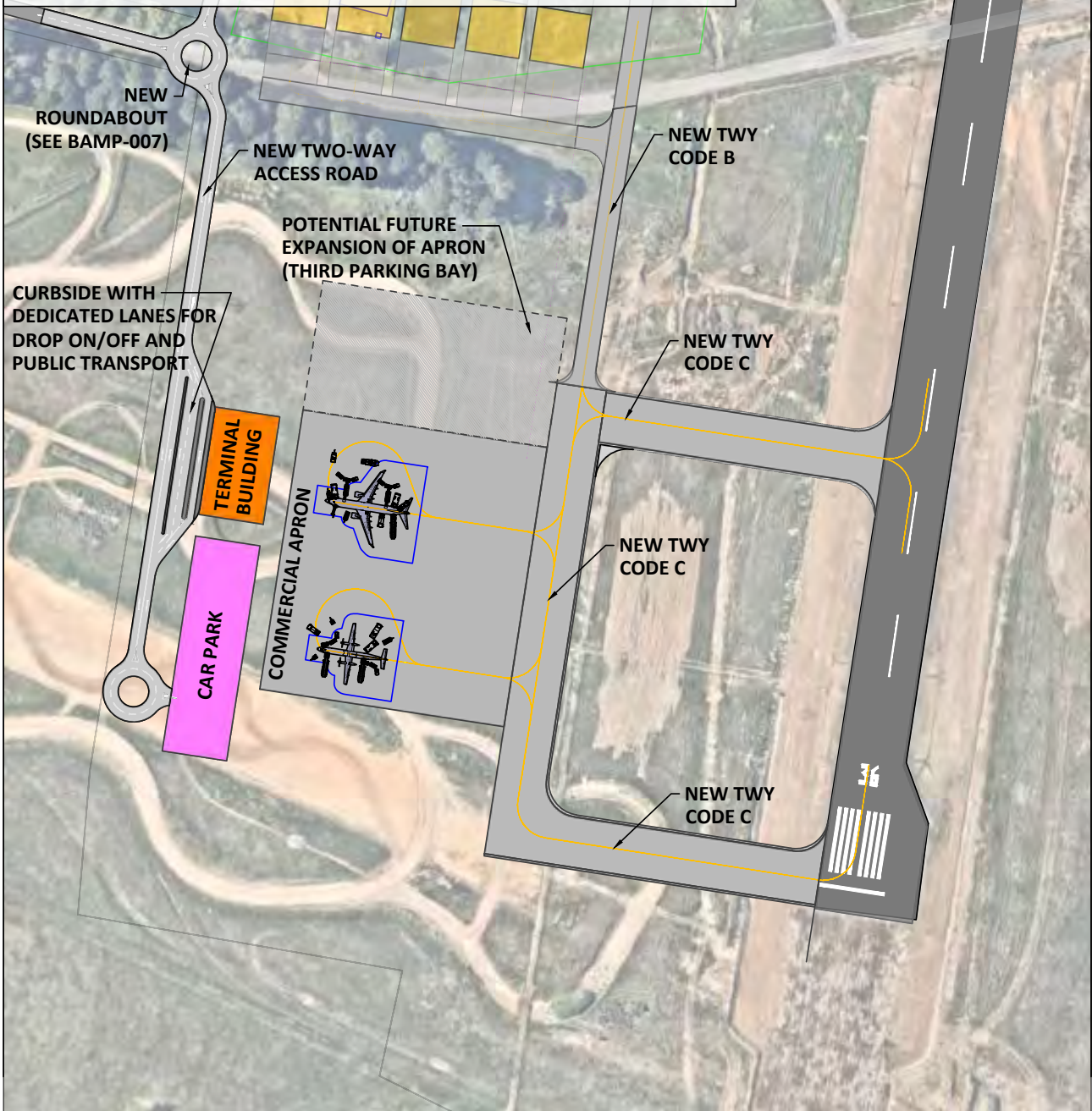
DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> — NEW TAXIWAY CODE B — NEW HANGARS&APRON CODE B — NEW TAXILANES CODE B — WIDENING AND EXTENSION GLADYS WAY — NEW ROUNDABOUT 	<p>DRAWING NO: BAMP-007 REVISION NO: A DATE: April 2024 SCALE: 1:2,500@A4 GCS: GDA94 MGA54</p>	<p>N </p>	
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BALLARAT AIRPORT MASTER PLAN | PRELIMINARY CONCEPT PLAN FOR NEW AIRPORT TERMINAL, CARPARK AND APRON AREA

LIST OF PLANNED DEVELOPMENTS

- New passenger terminal building, 50 m x 30 m (1,500 sqm)
- New car park, with capacity of approx. 100 cars, 100 m x 30 m (3,000 sqm)
- New commercial apron, 130 m x 113.5 m (14,800 sqm), with 2 independent, self-in/out parking bays of A/C up to CODE C (1 up to Bombardier Dash 8Q400, 1 up to Boeing 737 MAX8)
- Road access from Airport Road, via new roundabout
- Curbside in front of terminal with dedicated lanes for car drop on/off and public transport
- New taxiway for A/C up to CODE C with dual access from the apron to the runway
- New taxiway for A/C up to CODE B, from the commercial apron to the new GA area
- Potential further expansion of both the terminal building and the commercial apron



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

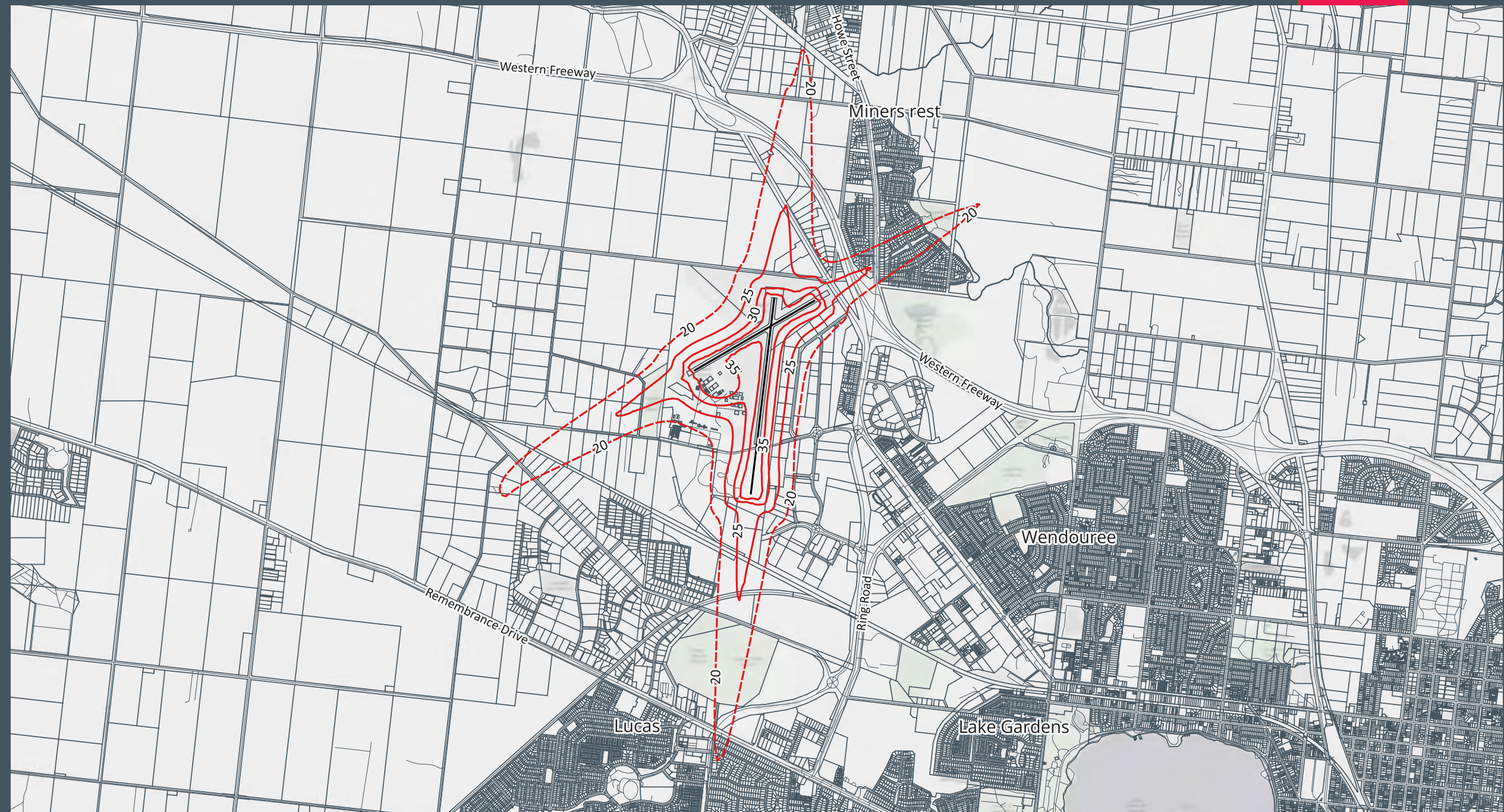
	<p>DESIGN A/C (BOMBARDIER DASH 8 Q400) AND PARKING CLEARANCE BOX (4.5 M)</p>	<p>DRAWING NO: BAMP-008 REVISION NO: A DATE: April 2024 SCALE: 1:2,500@A4 GCS: GDA94 MGA54</p>		
	<p>DESIGN A/C (BOEING 737 MAX8) AND PARKING CLEARANCE BOX (4.5 M)</p>			

Ballarat Airport Strategy and Master Plan 2024



Appendix H: Aircraft Noise Contours (2043)

Ballarat Airport



<<DRAFT>>
2043 Ballarat Airport
Australian Noise Exposure Concept

Figure 3

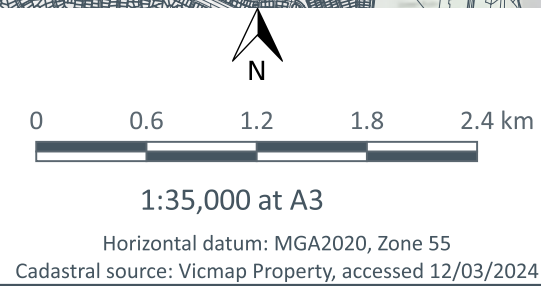
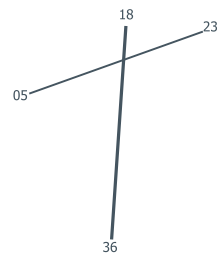
To be read in conjunction with AS2021:2015
 Produced by Marshall Day Acoustics. Date issued: 20/03/2024

Technical data

Calculated using Aviation Environmental Design Tool v3e incorporating terrain data.

Runway layout and coordinates:

- Runway 05: -37.512592° lat, 143.786469° long
- Runway 18: -37.506912° lat, 143.794937° long
- Runway 23: -37.507202° lat, 143.799072° long
- Runway 36: -37.522904° lat, 143.791834° long
- Helipad H1: -37.513451° lat, 143.789015° long

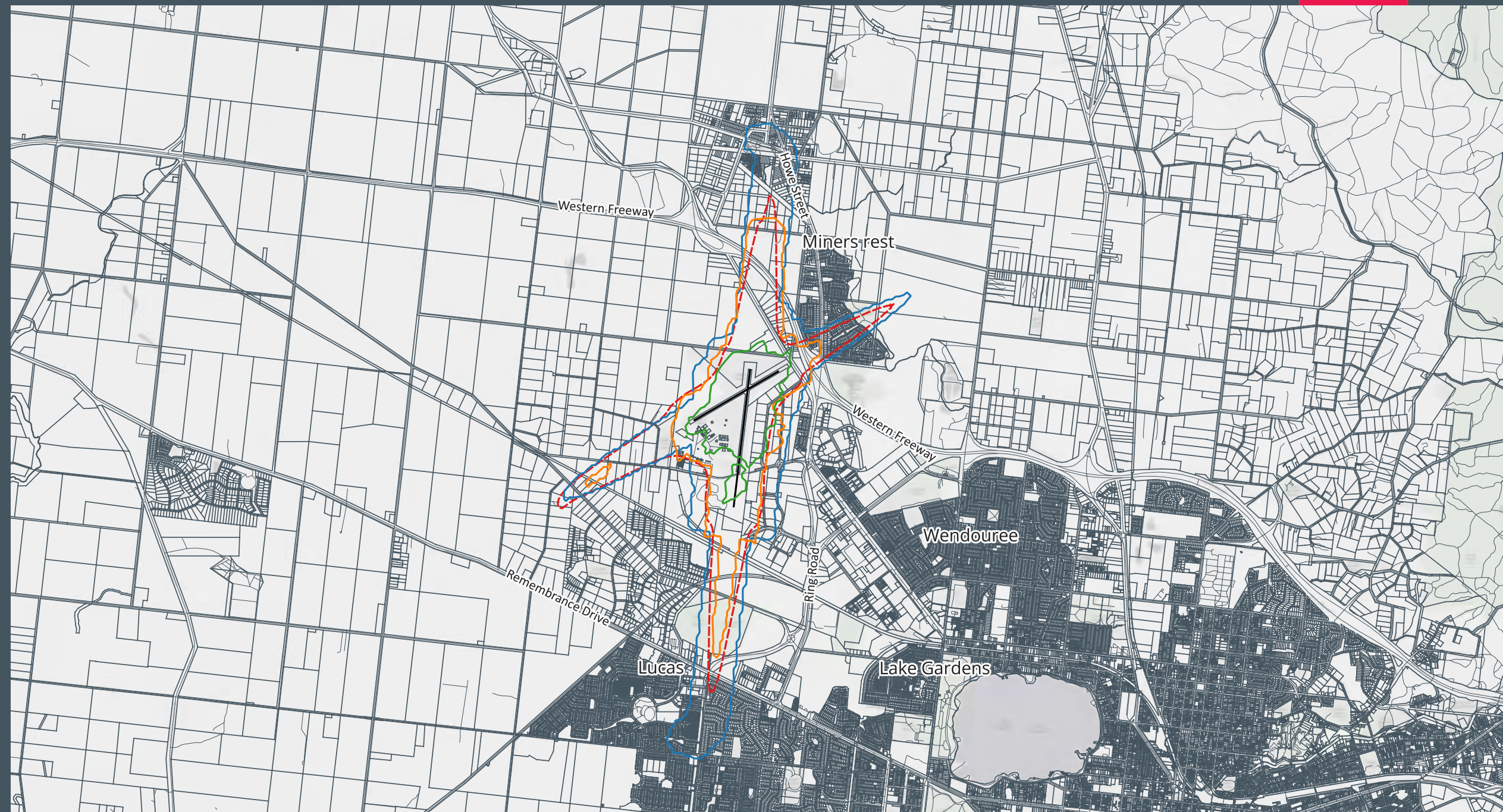


Legend

- ANE 20
- ANE ≥ 25



Ballarat Airport



<<DRAFT>>
**Noise contours associated with
 NASAG**
 Figure 8

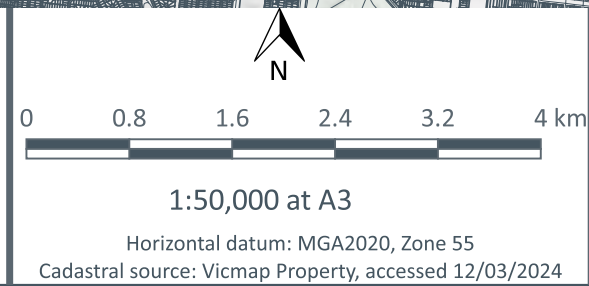
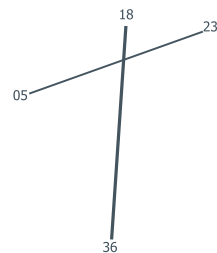
Produced by Marshall Day Acoustics. Date issued: 20/03/2024

Technical data

Calculated using Aviation Environmental Design Tool v3e incorporating terrain data.

Runway layout and coordinates:

- Runway 05: -37.512592° lat, 143.786469° long
- Runway 18: -37.506912° lat, 143.794937° long
- Runway 23: -37.507202° lat, 143.799072° long
- Runway 36: -37.522904° lat, 143.791834° long
- Helipad H1: -37.513451° lat, 143.789015° long

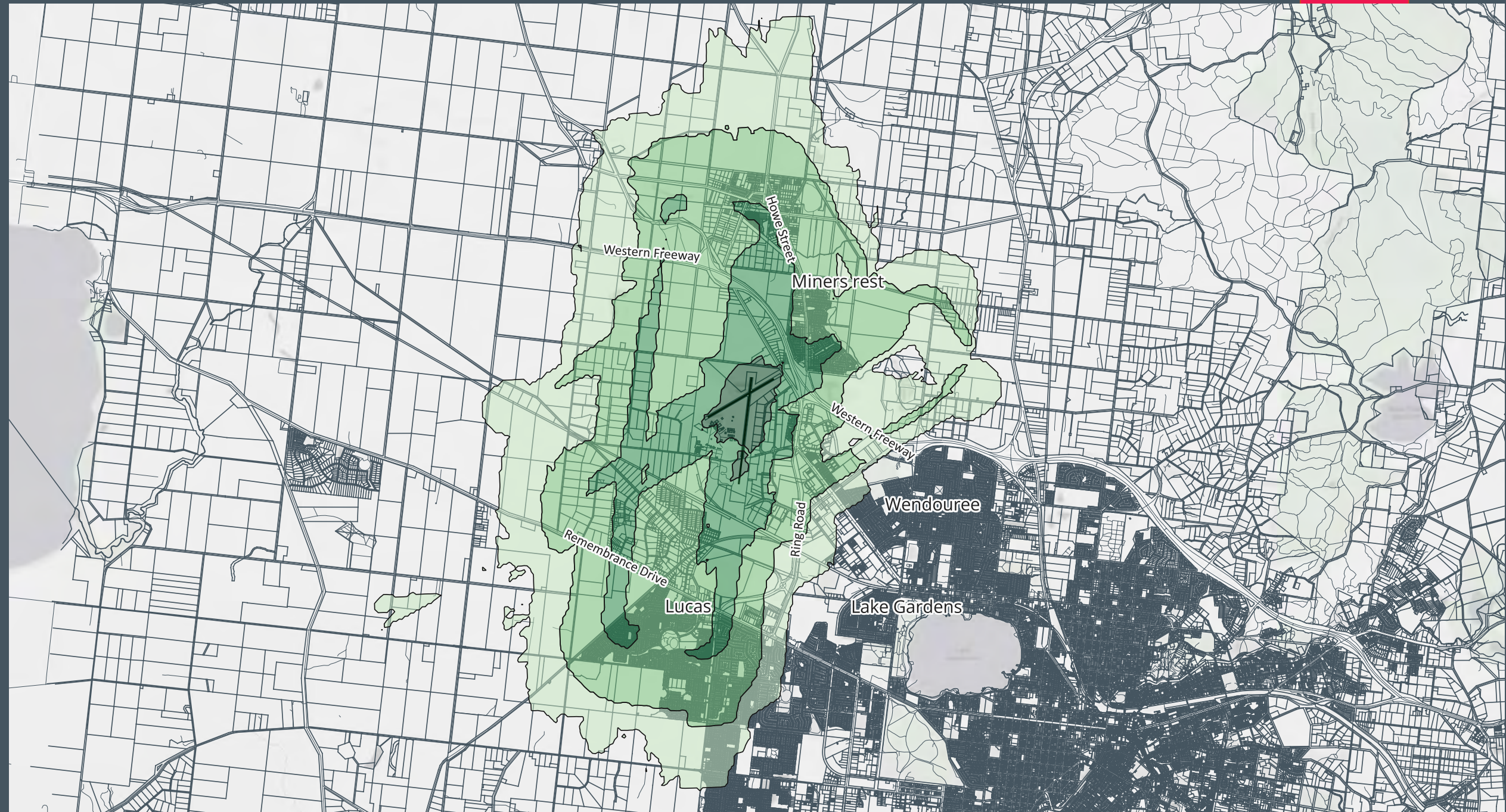


Legend

- N-60 100 events
- N-65 50 events
- N-70 20 events
- ANEC
- ANEC 25



Ballarat Airport



<<DRAFT>>
2043 N-60 contours

Figure 4

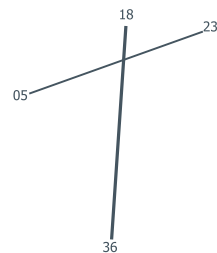
Produced by Marshall Day Acoustics. Date issued: 20/03/2024

Technical data

Calculated using Aviation Environmental Design Tool v3e incorporating terrain data.

Runway layout and coordinates:

- Runway 05: -37.512592° lat, 143.786469° long
- Runway 18: -37.506912° lat, 143.794937° long
- Runway 23: -37.507202° lat, 143.799072° long
- Runway 36: -37.522904° lat, 143.791834° long
- Helipad H1: -37.513451° lat, 143.789015° long



1:65,000 at A3

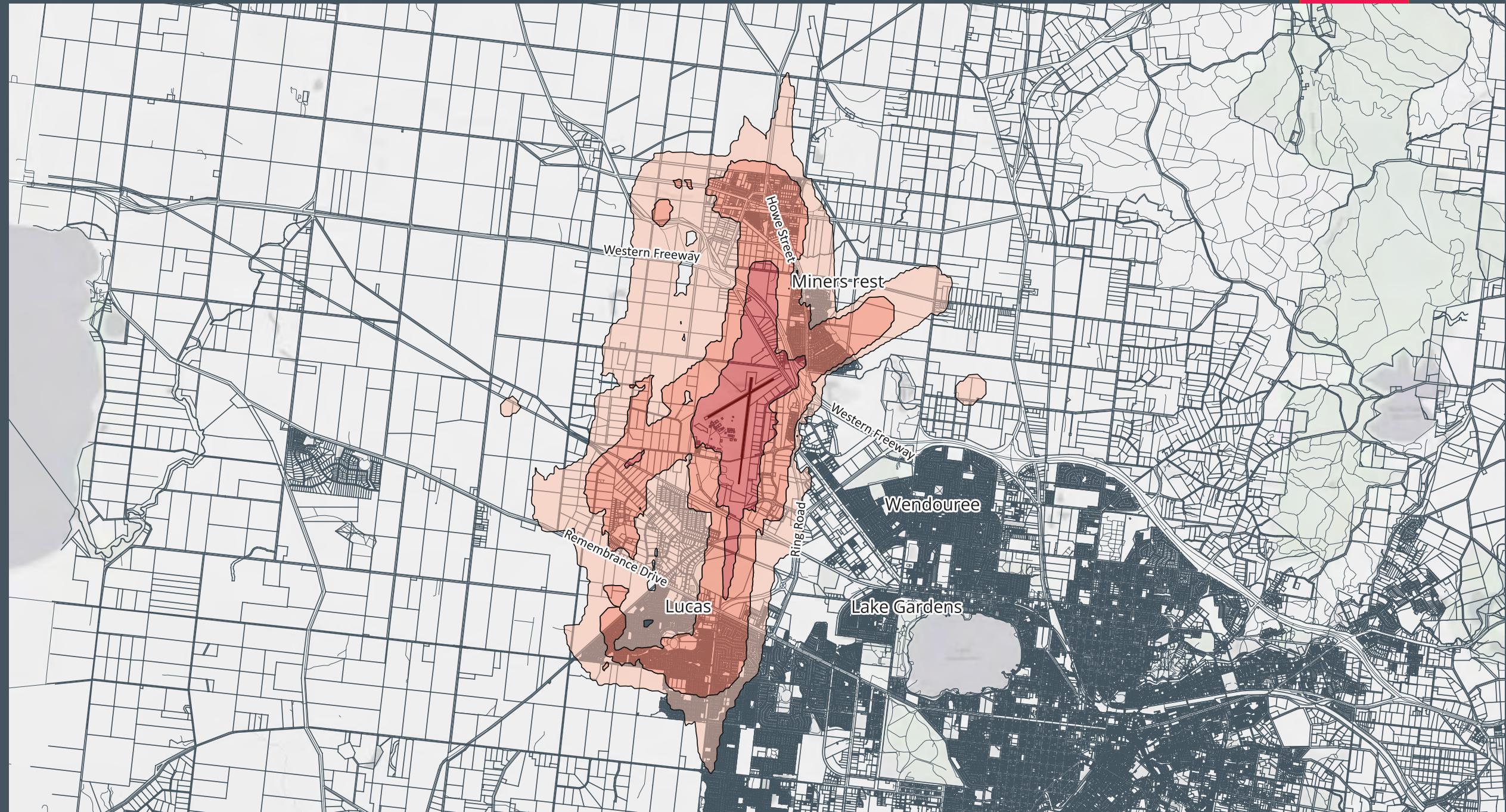
Horizontal datum: MGA2020, Zone 55
Cadastral source: Vicmap Property, accessed 12/03/2024

Legend

- 10 - 19 events
- 20 - 49 events
- 50 - 99 events
- ≥ 100 events



Ballarat Airport



<<DRAFT>>
 2043 N-65 contours

Figure 5

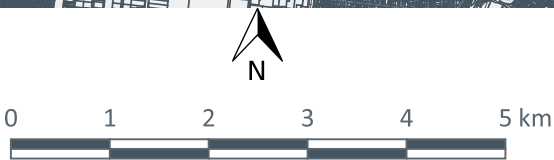
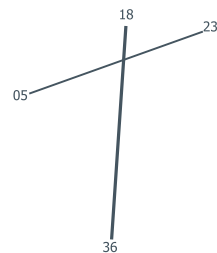
Produced by Marshall Day Acoustics. Date issued: 20/03/2024

Technical data

Calculated using Aviation Environmental Design Tool v3e incorporating terrain data.

Runway layout and coordinates:

- Runway 05: -37.512592° lat, 143.786469° long
- Runway 18: -37.506912° lat, 143.794937° long
- Runway 23: -37.507202° lat, 143.799072° long
- Runway 36: -37.522904° lat, 143.791834° long
- Helipad H1: -37.513451° lat, 143.789015° long



1:65,000 at A3

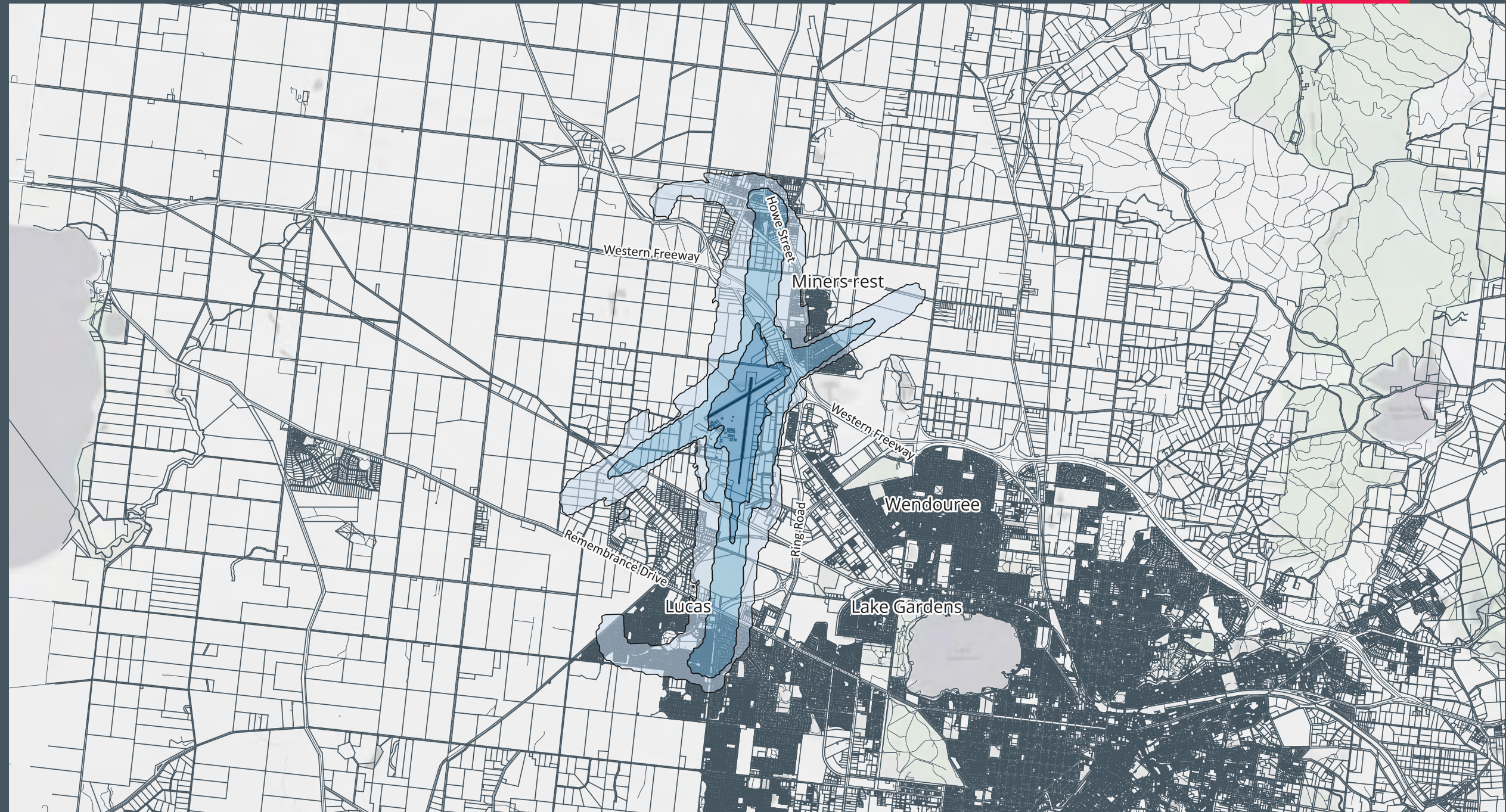
Horizontal datum: MGA2020, Zone 55
 Cadastral source: Vicmap Property, accessed 12/03/2024

Legend

- 10 - 19 events
- 20 - 49 events
- ≥ 50 events



Ballarat Airport



<<DRAFT>>
 2043 N-70 contours

Figure 6

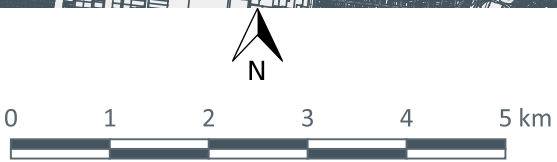
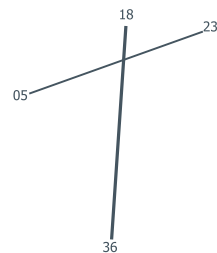
Produced by Marshall Day Acoustics. Date issued: 20/03/2024

Technical data

Calculated using Aviation Environmental Design Tool v3e incorporating terrain data.

Runway layout and coordinates:

Runway 05: -37.512592° lat, 143.786469° long
 Runway 18: -37.506912° lat, 143.794937° long
 Runway 23: -37.507202° lat, 143.799072° long
 Runway 36: -37.522904° lat, 143.791834° long
 Helipad H1: -37.513451° lat, 143.789015° long



1:65,000 at A3

Horizontal datum: MGA2020, Zone 55
 Cadastral source: Vicmap Property, accessed 12/03/2024

Legend

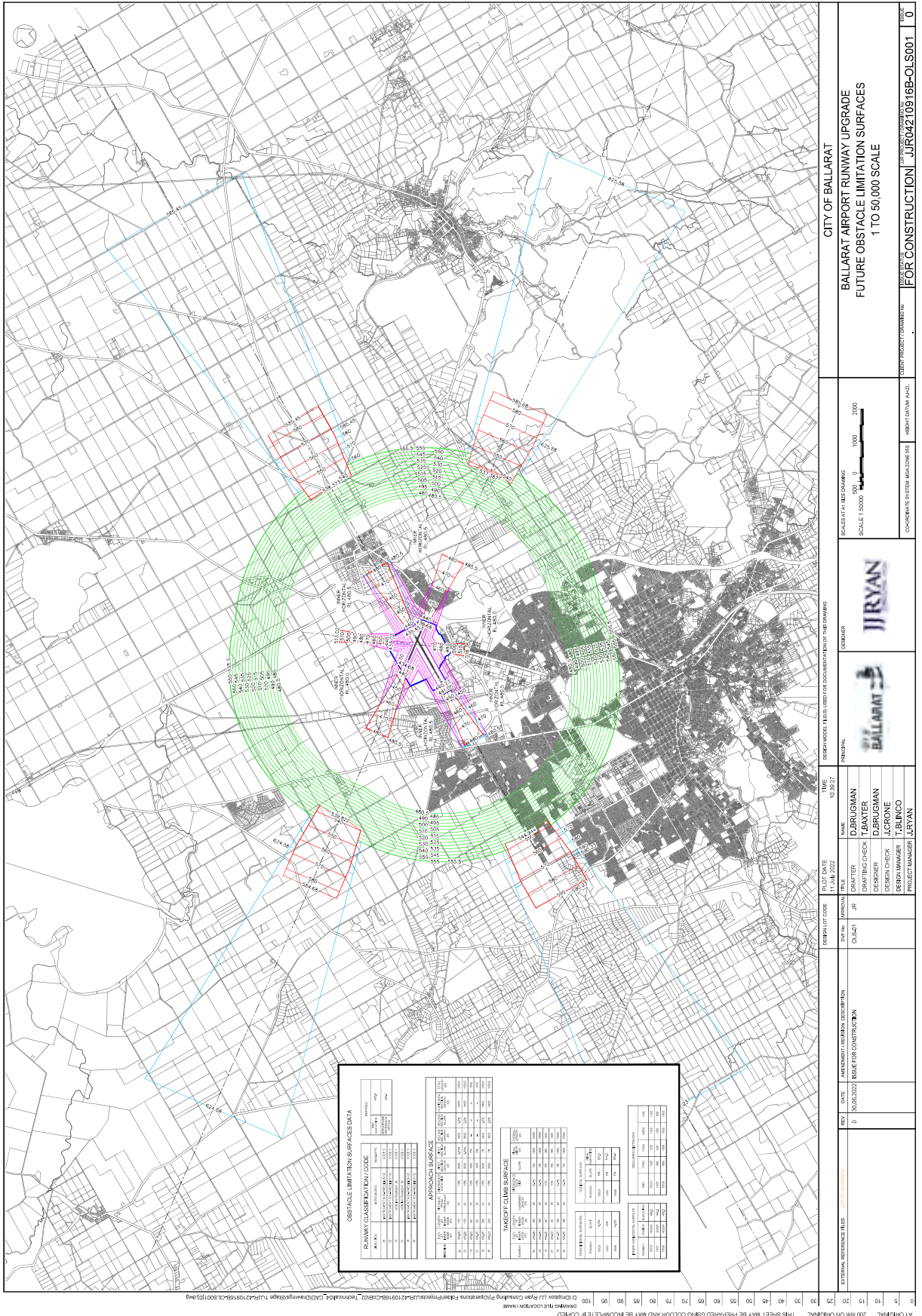
- 10 - 19 events
- 20 - 49 events
- ≥ 50 events



Ballarat Airport Strategy and Master Plan 2024



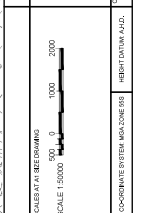
Appendix I: OLS and PAN-OPS Charts



OBSTACLE LIMITATION SURFACE DATA

Runway Classification Code	Runway	Width	Length	Surface	Grade	Obstacle Clearance
01	01	30	1800	Asphalt	0.00	150
02	02	30	1800	Asphalt	0.00	150
03	03	30	1800	Asphalt	0.00	150
04	04	30	1800	Asphalt	0.00	150
05	05	30	1800	Asphalt	0.00	150
06	06	30	1800	Asphalt	0.00	150
07	07	30	1800	Asphalt	0.00	150
08	08	30	1800	Asphalt	0.00	150
09	09	30	1800	Asphalt	0.00	150
10	10	30	1800	Asphalt	0.00	150
11	11	30	1800	Asphalt	0.00	150
12	12	30	1800	Asphalt	0.00	150
13	13	30	1800	Asphalt	0.00	150
14	14	30	1800	Asphalt	0.00	150
15	15	30	1800	Asphalt	0.00	150
16	16	30	1800	Asphalt	0.00	150
17	17	30	1800	Asphalt	0.00	150
18	18	30	1800	Asphalt	0.00	150
19	19	30	1800	Asphalt	0.00	150
20	20	30	1800	Asphalt	0.00	150
21	21	30	1800	Asphalt	0.00	150
22	22	30	1800	Asphalt	0.00	150
23	23	30	1800	Asphalt	0.00	150
24	24	30	1800	Asphalt	0.00	150
25	25	30	1800	Asphalt	0.00	150
26	26	30	1800	Asphalt	0.00	150
27	27	30	1800	Asphalt	0.00	150
28	28	30	1800	Asphalt	0.00	150
29	29	30	1800	Asphalt	0.00	150
30	30	30	1800	Asphalt	0.00	150

CITY OF BALLARAT
BALLARAT AIRPORT RUNWAY UPGRADE
 FUTURE OBSTACLE LIMITATION SURFACES
 1 TO 50 000 SCALE
 FOR CONSTRUCTION JUR04210916B-OL-S001

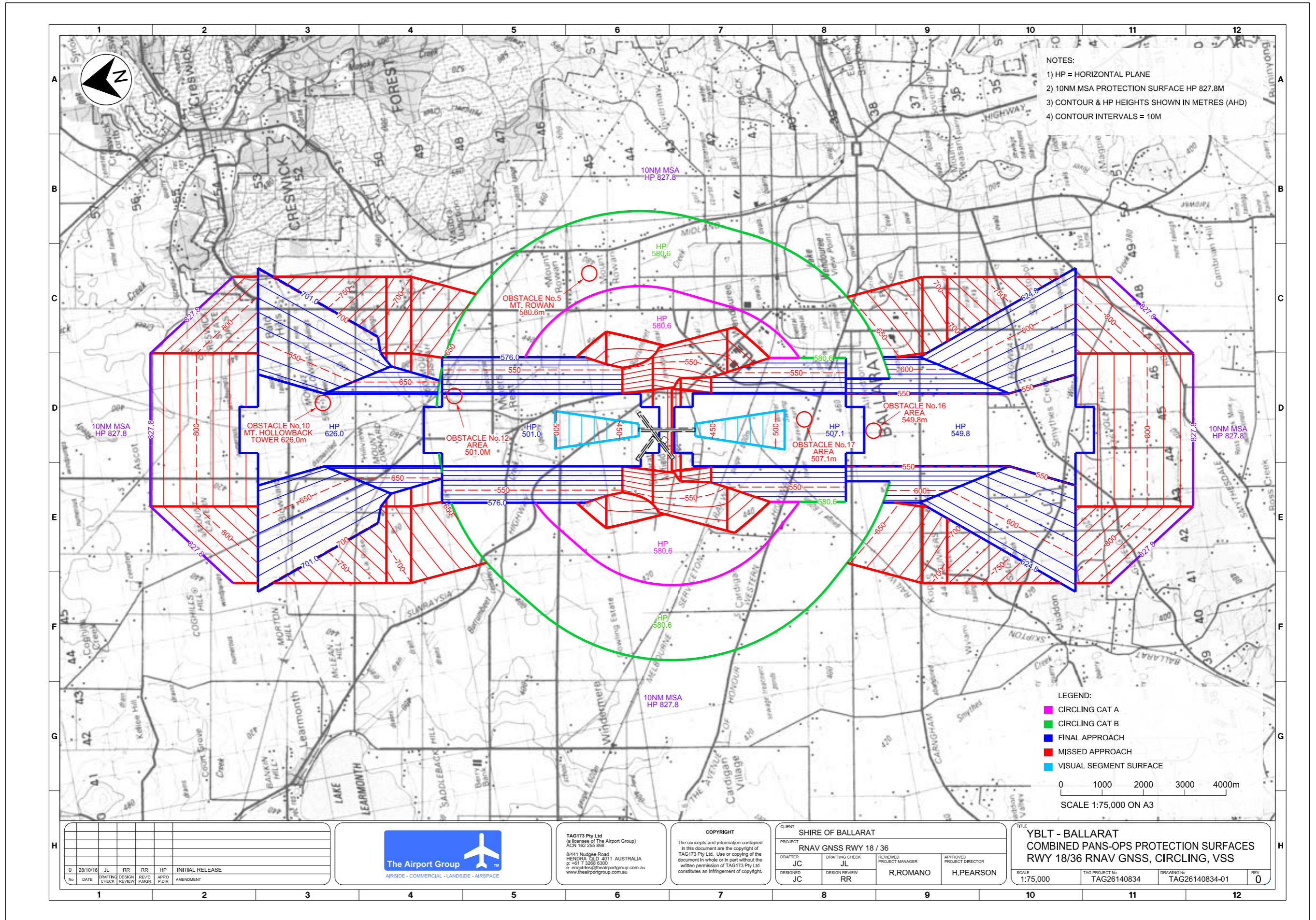


DESIGN WORKS REQUIRED FOR DOCUMENTATION OF THE DRAWING

NO.	DATE	DESCRIPTION	BY	CHKD BY	DATE
1	10/02/23	DESIGN WORKS REQUIRED FOR DOCUMENTATION OF THE DRAWING	D.BRUGMAN	T.BILINCO	10/02/23

NO.	DATE	DESCRIPTION	BY	CHKD BY	DATE
0	30/06/2023	ISSUE FOR CONSTRUCTION	D.BRUGMAN	T.BILINCO	30/06/2023

EXTERNAL REFERENCE FILES - SEE THE SHEET

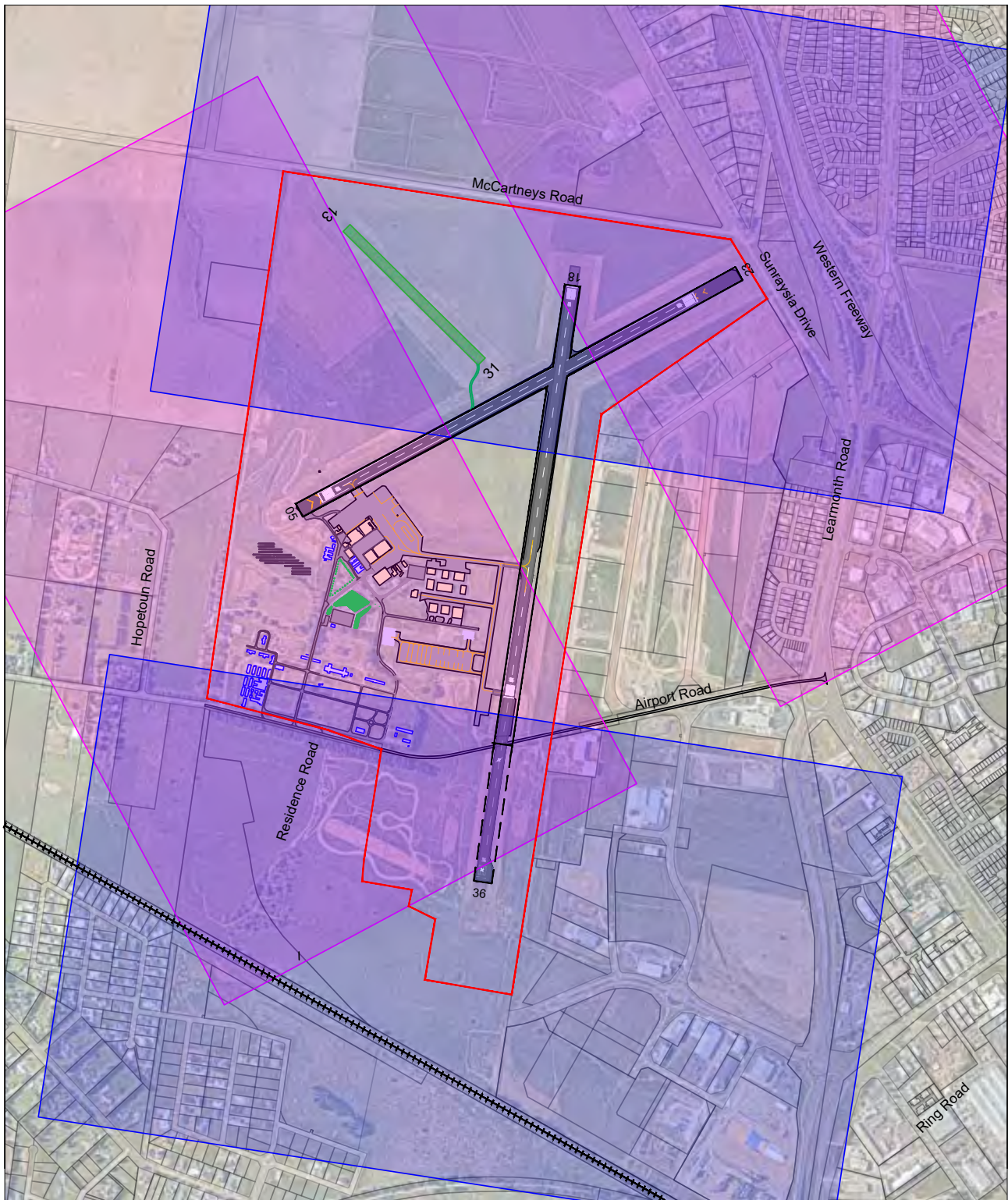


Ballarat Airport Strategy and Master Plan 2024



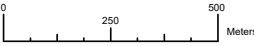
Appendix J: NASF Guidelines B, C, E and I Assessment Areas

BALLARAT AIRPORT MASTER PLAN | NASF SAFEGUARDING - WINDSHEAR ASSESSMENT ENVELOPE

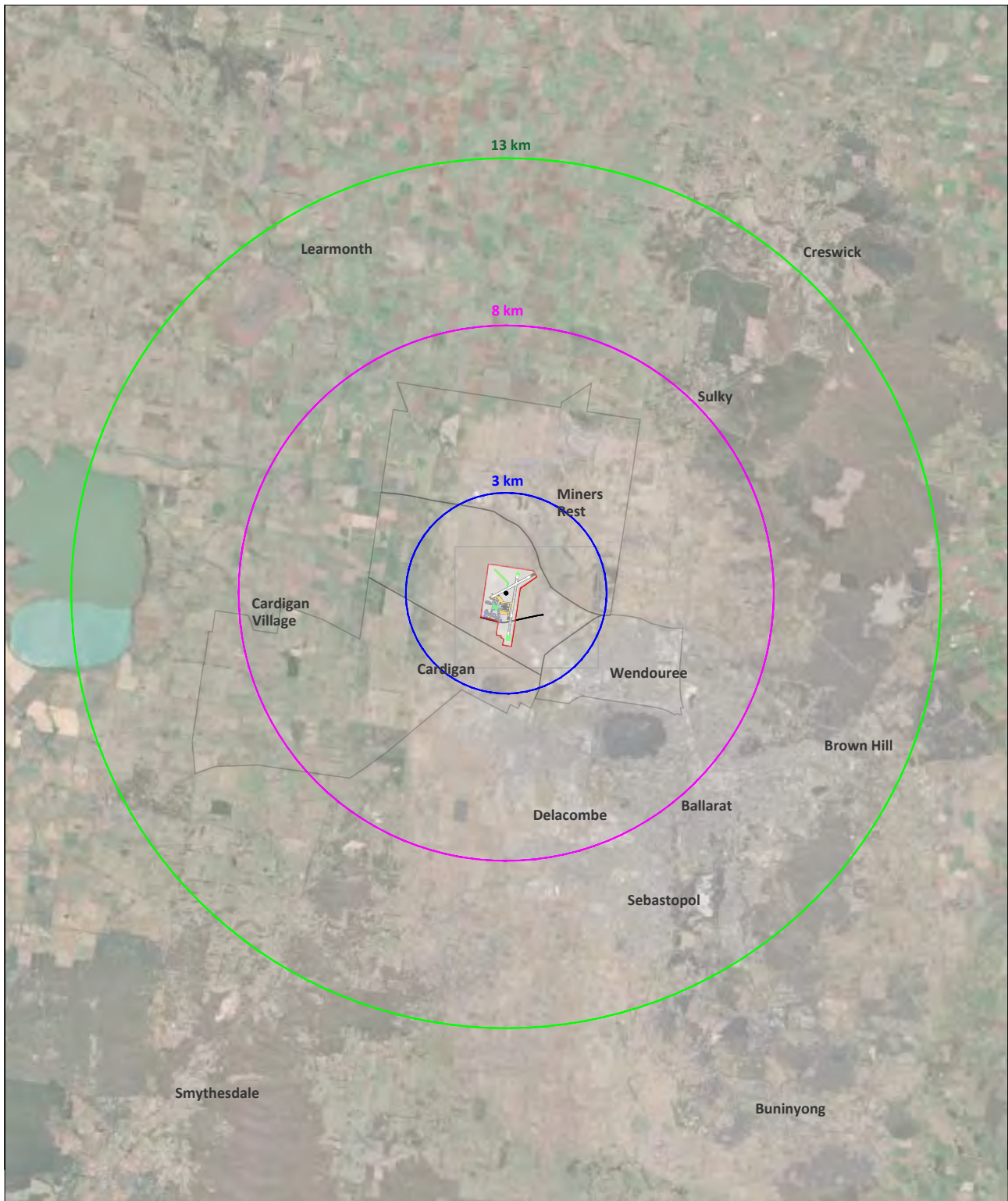


DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> ▭ WINDSHEAR ASSESSMENT ENVELOPES RWY 18-36 ▭ WINDSHEAR ASSESSMENT ENVELOPES RWY 05-23 — CADASTRE ⚡ RAILWAY LINE ▭ EXISTING RUNWAYS ▭ EXISTING AIRPORT PRECINCT 	<p>DRAWING NO: BAMP-010 REVISION NO: A DATE: April 2024 SCALE: 1:15,000@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
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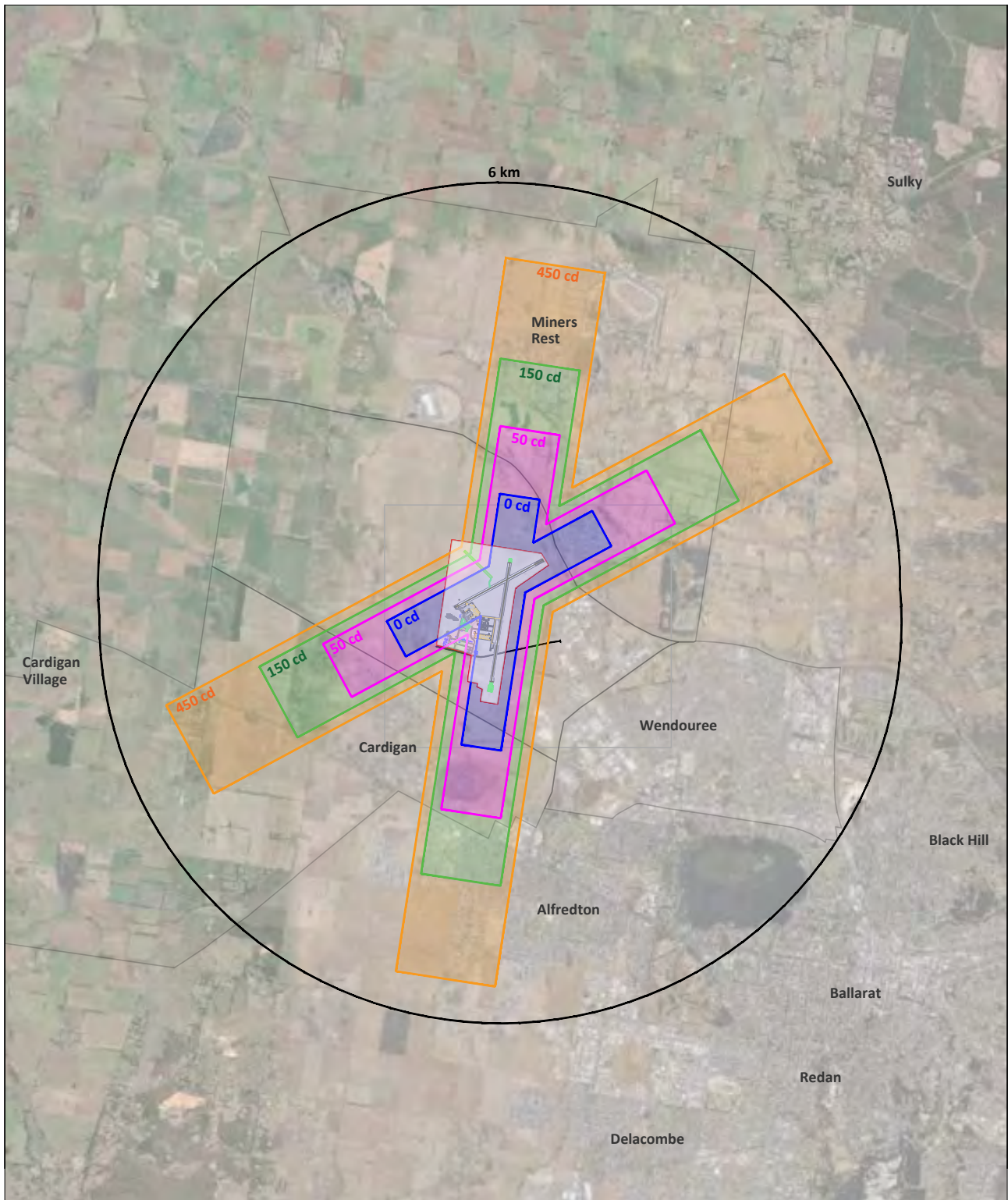
BALLARAT AIRPORT MASTER PLAN | NASF SAFEGUARDING - WILDLIFE BUFFER ZONES





DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> ○ 3 KM WILDLIFE BUFFER ZONE ○ 8 KM WILDLIFE BUFFER ZONE ○ 13 KM WILDLIFE BUFFER ZONE EXISTING AIRPORT PRECINCT 	<p>DRAWING NO: BAMP-011 REVISION NO: A DATE: April 2024 SCALE: 1:150,000@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
<p>Meters</p>			

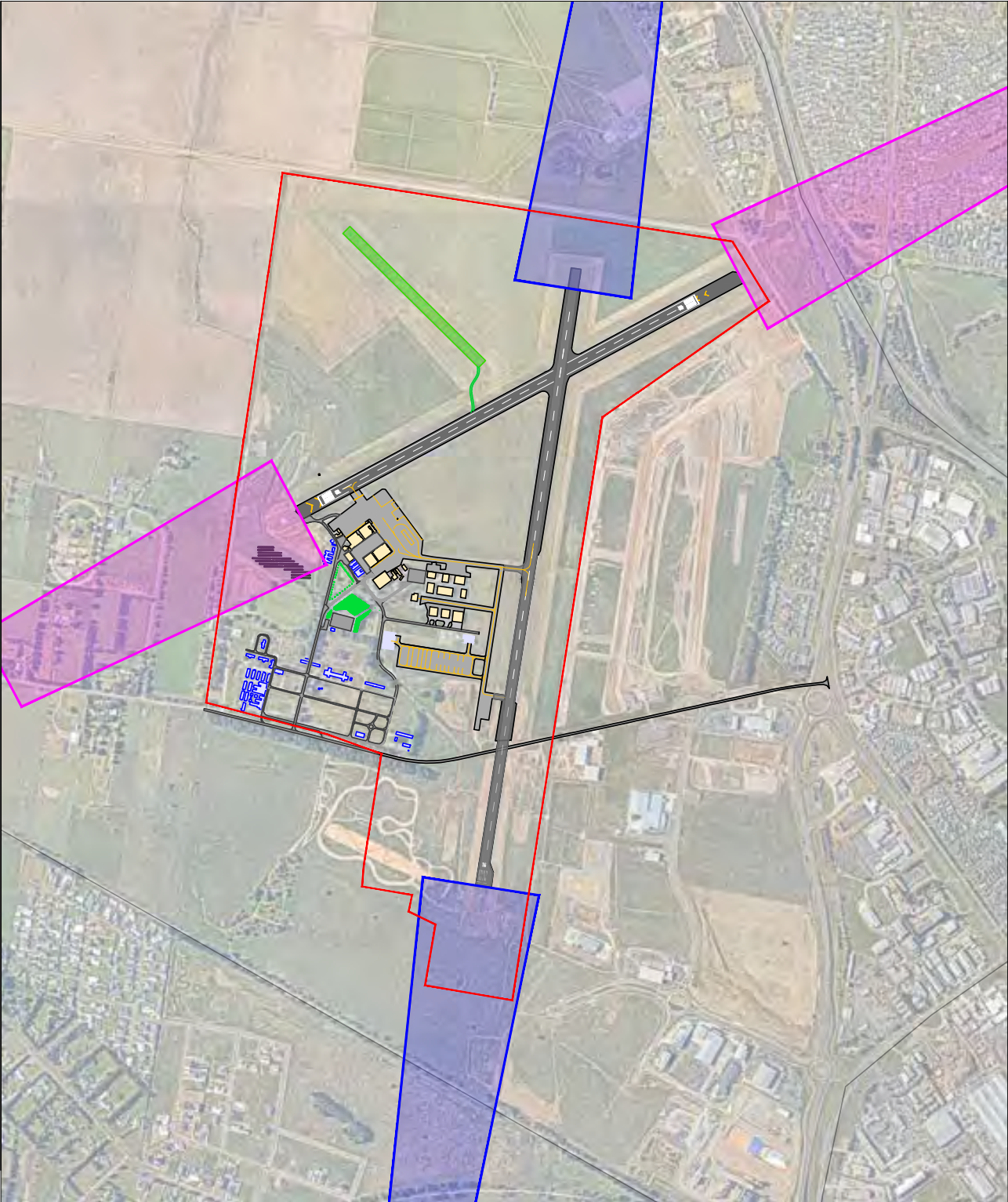
BALLARAT AIRPORT MASTER PLAN | NASF SAFEGUARDING - MAXIMUM LIGHTING INTENSITY ZONES



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> █ ZONE A - 0 cd █ ZONE B - 50 cd █ ZONE C - 150 cd █ ZONE D - 450 cd 6 KM POSSIBLE ASSESSMENT RADIUS CIRCLE EXISTING AIRPORT PRECINCT 	<p>DRAWING NO: BAMP-012 REVISION NO: A DATE: April 2024 SCALE: 1:75,000@A4 GCS: GDA94 MGA54</p>	<p>N</p> 	
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BALLARAT AIRPORT MASTER PLAN | NASF SAFEGUARDING - PUBLIC SAFETY AREAS



DIMENSIONS SUBJECT TO SURVEY AND DETAILED DESIGN

<ul style="list-style-type: none"> ■ PUBLIC SAFETY AREA RWY 18/36 ■ PUBLIC SAFETY AREA RWY 05/23 ■ EXISTING AIRPORT PRECINCT 	<p>DRAWING NO: BAMP-013 REVISION NO: A DATE: April 2024 SCALE: 1:15,000@A4 GCS: GDA94 MGA54</p>	<p>N</p>	
<p>0 400 800 Meters</p>			

8.2. RESOURCE RECOVERY AND WASTE MANAGEMENT STRATEGY UPDATE - DRAFT FOR COMMUNITY CONSULTATION

Division: Infrastructure and Environment
Director: Bridget Wetherall
Author/Position: Fiona Stevenson – Coordinator Sustainable Environment

PURPOSE

1. The purpose of this report is to seek Council endorsement of the Waste as a Resource: Our Circular Economy Strategy 2024-2028 (draft) for public exhibition for four weeks in July and August 2024.

BACKGROUND

2. The City of Ballarat Resource Recovery and Waste Management Strategy 2018-2022 (RRWMS) was adopted by Council in July 2018. Council Plan action 1.1.2.7 is to update the RRWMS in 2023-2024.
3. Community consultation was undertaken during October 2023 and feedback was presented at the Council briefing on 6 December 2023.
4. Although the State Government has provided direction on circular economy and waste (including kerbside collection), there is still a need for a local RRWMS to cover other waste issues important to our community including:
 - Local waste reduction and diversion targets;
 - Waste education;
 - Council waste service offerings (including hard waste collections);
 - Litter; and
 - Illegal dumping.
5. During 2023, the City of Ballarat engaged with a cross section of the Ballarat community to understand opportunities and challenges to managing waste and resource recovery across residential and business sectors.
6. The following engagement was undertaken:
 - *Codesign workshop to develop engagement strategy*
 - A codesign workshop was held with community waste champions from the previous 'Waste to Wellbeing' program and City of Ballarat staff involved in the management of waste. The aim of the workshop was to codesign the community engagement strategy, essentially asking the community to tell us the best way to engage with the community. The following approach was then developed.
 - *Resource recovery and waste management workshops*
 - A series of five workshops asked the community where they thought Ballarat should be focussing their efforts. The engagement centred on several key questions:
 - How should we remove waste that doesn't go into your bins from residential dwellings?
 - What opportunities are there to change the way we reuse, repair, and recycle?

- What type of waste and resource recovery services do commerce and industry want from the City of Ballarat?
 - How do we effectively manage waste in our public spaces?
 - *MySay survey 1 (entire community)*
 - A survey to understand the waste challenges being faced by the local community.
 - *MySay survey 2 (business)*
 - A survey to understand the waste challenges being faced by businesses.
7. Key themes and ideas resulting from the community engagement included:
- Additional measures to address litter and illegal dumping.
 - Greater community promotion, education, and behaviour change around recycling and reuse.
 - A household collection service for hard to dispose of items.
 - Reducing contamination in comingled recycling bin.
 - Advocacy for product stewardship.
 - Engagement with the building industry to reduce litter during construction.
8. The key themes from the community engagement have been used to form the goals, aims, and associated actions of the Strategy.

KEY MATTERS

9. The RRWMS (now called Waste as a Resource: Our Circular Economy Strategy) contains specific aims and targets as well as an action plan that clearly identifies how we can work with our community over the next four years to achieve five key goals:
1. Create less waste.
 2. Increase reuse and recycling.
 3. Deliver circular waste and recycling services.
 4. Protect our environment.
 5. Empower our community.
10. The strategy includes the following targets for the City of Ballarat:
- Reduce total kerbside waste generation per person in Ballarat by 15% between 2020 and 2030.*
 - Reduce the level of contamination in the mixed recycling bin to below 15% by 2030.
 - Divert 80% of waste in kerbside bins from landfill by 2030.*
 - Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.*
 - 100% of City of Ballarat serviced households have access to a separate food organics and garden organics recovery service.*
 - Increase City of Ballarat circular economy initiatives by 20% each year to deliver a Circular Ballarat by 2050.
 - 100% compliance with the operational practices at the Ballarat Regional Landfill and Gillies Street Transfer Station (excluding events outside of the City of Ballarat's control).
 - Reduce the reported number of dumped rubbish and illegal litter instances by 30% by 2030.

* Adopted from State target

11. The table below outlines a sample of the actions outlined in the strategy:

Goal	Action
1. Create Less Waste	Support the community to run a series of waste reduction workshops for residents.
	Support the avoidance of single use plastics: <ul style="list-style-type: none"> • Implement waste free, sustainable City of Ballarat events; • Minimise waste at events on City of Ballarat land through event permits
2. Increase Reuse and Recycling	Investigate recycling solutions for problematic waste materials, including soft plastics, textiles, and polystyrene.
	Continue to progress the establishment of Circular Economy Precinct, anchored by Materials Recovery Facility, in the Ballarat West Employment Zone.
3. Deliver Circular Waste and Recycling Services	Pilot a smart technology kerbside recycling program to improve contamination reporting.
	Complete a Hard Waste Collection Options Assessment and present to Council for consideration.
4. Protect our environment	Advocate for the Environment Protection Authority levy (a levy collected at landfills) to be reinvested by the Victorian Government into the regional circular economy.
	Investigate CCTV options for illegal dumping hot spots.
5. Empower our community	Implement an app to provide residents with information about the City of Ballarat's waste and recycling services and other local waste and resource recovery and upcycling opportunities.
	Deliver a year-long communication and education campaign promoting local waste and resource recovery services and programs (transfer station, landfill, free drop-off days, opportunity shops, community waste reduction initiatives).

12. A number of waste actions are already underway including:

- The development of the City of Ballarat waste app
- A soft plastics recycling pilot for residents
- Textile recycling at the transfer station – Upcycling 4 Better
- A residential hard waste collection options assessment
- A compost and worm farm rebate

13. Next steps for the draft Strategy include:

Steps	Date
Public exhibition of the draft Strategy	25 July – 22 August 2024
Council report seeking adoption of the draft Strategy	11 September 2024

OFFICER RECOMMENDATION

14. That Council:

- 14.1 Endorse the draft *Waste as a Resource: Our Circular Economy Strategy 2024-2028* for public exhibition.

ATTACHMENTS

1. Governance Review [8.2.1 - 2 pages]
2. Waste Strategy Waste as a Resource 2024-2028 DRAFT [8.2.2 - 39 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Council Plan (2021-2025) provides strong support for a circular economy and the development of a circular economy/waste strategy.
2. Goal 1: An environmentally sustainable future
 - 1.1 Transition towards zero emissions
 - 1.2 Transition towards zero waste
 - 1.3 Support communities to be adaptive and resilient to a changing climate
 - 1.4 Provide lower carbon transport options
 - 1.5 Improve stewardship of our natural resources and protection and enhancement of our biodiversity
 - 1.6 Adopt more sustainable practices in our core business and operations
3. Goal 3: A city that fosters sustainable growth
 - 3.4 Ensure environmental sustainability outcomes are embedded in new developments
 - 3.5 Ensure better quality sustainable design outcomes in both City of Ballarat and private developments

COMMUNITY IMPACT

4. The draft Strategy was developed based on community feedback from waste workshops and online surveys.
5. The draft Strategy will assist the Ballarat community to reduce waste and transition to a circular economy.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

6. The draft Strategy is based around creating less waste, increasing recycling and protecting the environment. A decrease in waste to landfill will result in reduced greenhouse gas emissions and pollution.

ECONOMIC SUSTAINABILITY IMPLICATIONS

7. The delivery of draft Strategy actions is expected to offer environmental and economic benefits.

FINANCIAL IMPLICATIONS

8. Additional funding will be sought in each financial year of the budget as it aligns with the relevant action and indicative cost.

LEGAL AND RISK CONSIDERATIONS

9. Draft Strategy targets are in alignment with State Government targets and each action will undergo a risk assessment as part of its project management.

OFFICIAL

OFFICIAL

HUMAN RIGHTS CONSIDERATIONS

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

COMMUNITY CONSULTATION AND ENGAGEMENT

11. The draft Strategy was developed in conjunction with the Ballarat community with a specific focus on industrial and business sectors and community with an interest in waste and resource management.
12. This Council report requests a public exhibition of the draft Strategy during July – August 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

N/A

OFFICIAL



CITY OF BALLARAT

Waste as a Resource

Our Circular Economy Strategy
2024-2028





—

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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Mayor's Message



"Waste not, want not."

Discarding and burying waste in landfills is unsustainable in the face of our growing environmental challenges.

Viewing waste as a resource means recognising the potential value embedded in what we throw away. Materials such as plastics, metals and food organics can be reused, recycled and repurposed.

We must view waste as a resource in order to benefit our environment, economy and our overall quality of life.

The City of Ballarat is committed to reducing waste going to landfill and creating a circular economy, that keeps materials in use for as long as possible.

We are focussed on reducing waste, recycling materials and seeking local opportunities for product development and support for local innovations.

The transition to a circular economy is not just an environmental necessity but an economic opportunity and a pathway to a more sustainable and prosperous future.

By rethinking our approach to waste and recognising it as a valuable resource, we can create a resilient, innovative and thriving community for generations to come.

'An environmentally sustainable future' is Goal One of the Council Plan 2021-2025 and is a key priority for the City of Ballarat and our community.

We look forward to implementing the Waste as a Resource: Our Circular Economy Strategy and achieving outcomes that will ensure waste becomes a thing of the past, and, instead, resources are continually cycled back into our economy.

Cr Des Hudson
Mayor, City of Ballarat



Circular Economy and Country

The Wadawurrung and Dja Dja Wurrung Peoples have a connection to Country, called *Dja* and *Djandak* respectfully, that means they view natural resources differently, only taking what they need and ensuring they give back to *Dja* and *Djandak* to keep it healthy.

Historically, tools and materials were made from the earth and able to be returned to the earth. They were biodegradable, often after being used and reused over multiple generations. There was no waste. As a result, Country was kept healthy, sustainable and resource rich.

In contrast, since European settlement, much of the Ballarat's wealth and ongoing prosperity comes from taking resources from Country at unsustainable rates in a non-regenerative fashion, making Country sick.

When Country is sick, the community is sick.

This simple but poignant fact is evidenced in the enduring damage caused by the Gold Rush, turning Country upside down and leaving watercourses laced with heavy metals in the quest for gold.

Wadawurrung Traditional Owners Aboriginal Corporation's Country Plan *Paleert Tjaara Dja*, and Dja Dja Wurrung Clans Aboriginal Corporation's Country Plan *Dhelkunya Dja* speak to circular and regenerative ideologies.

Ensuring the correct disposal of waste, chemicals and mining contaminants to minimise pollution of waterways, groundwater and Country are key priorities, as is active collaboration to remediate contaminated land.

Furthermore, opportunities are encouraged that support enterprise and increase capacity for Wadawurrung Traditional Owners Aboriginal Corporation and Dja Dja Wurrung Clans Aboriginal Corporation to restore Country, safely practice culture and support Wadawurrung and Dja Dja Wurrung People.

Executive Summary

The City of Ballarat is proud to present Waste as a Resource: Our Circular Economy Strategy 2024-2028.

This Strategy provides a practical framework for how the City of Ballarat and the community will work together to advance our shared goal to reduce waste and support Victoria's transition to a circular economy.

The Strategy outlines a future waste management vision that reflects community attitudes and expectations for sensible and sustainable practices that move away from traditional 'take – make – waste' patterns and embrace the full potential of a circular economy.

Our Strategy aligns with global waste principles, Victorian Government policy and local priorities to deliver a circular economy to the City of Ballarat.

This is an important and exciting transition happening across the state. Here in Ballarat, it will lead to some big changes to the services the community relies on the City of Ballarat to provide in the future.

The City of Ballarat recognises that it will take new learning, behaviour change, mindset shifts, adaptation and innovation for this Strategy to be implemented successfully. Fortunately, we are a local government organisation and a community of caring, resilient and resourceful people who will be

key in its successful rollout.

This Strategy contains specific aims and targets as well as an Action Plan that clearly identifies how we can work together over the next four years to achieve five key goals:

1. Create less waste
2. Increase reuse and recycling
3. Deliver circular waste and recycling services
4. Protect our environment
5. Empower our community.

The City of Ballarat acknowledges the climate emergency and the threat that climate change poses to our local community and environment. Our current unsustainable patterns of consumption with high levels of resource extraction, production and waste generation contribute to excessive greenhouse gas emissions and pollution. Addressing the climate challenge requires a fundamental shift towards a more sustainable consumption model where resource use is avoided, where possible, and where resources are reused and recycled.

The way we think about waste, consumption and the future is changing as we become more aware of the consequences for the generations set to inherit the planet.

The way we manage waste must change.

This Strategy is the City of Ballarat's commitment to change – for good.



1. Drivers of Change

> Victoria’s waste management transformation

The Victorian Government’s *Circular Economy (Waste Reduction and Recycling) Act 2021* strengthens oversight and regulation of Victoria’s waste and recycling services. It’s the foundation for the state’s transition to a circular economy and is the legislative framework for *Recycling Victoria: A new economy*.

The City of Ballarat’s existing *Resource Recovery and Waste Management Strategy (2018–2022)* was written prior to the release of the Recycling Victoria policy and action plan in February 2020.

The Recycling Victoria policy and action plan outlines a new four-stream waste and recycling system, a Container Deposit Scheme, a stronger waste and recycling industry and new recycling laws and governance. To achieve its targets, the City of Ballarat must make changes to its waste services to better support a circular economy.

In line with the Act, the City of Ballarat will introduce a four-bin system to sort general waste, comingled recycling, glass, and food organics and garden organics (FOGO) separately.

Despite Victorian Government direction on circular economy and waste (including kerbside collection), there is still a need for a local Resource Recovery and Waste Management Strategy to cover other waste issues important to our community including:

- Local waste reduction and diversion targets

- Waste education
- City of Ballarat waste service offerings, including hard waste collections
- Litter and illegal dumping

> Guiding principles

The management of waste in Australia is guided by several principles designed to minimise environmental impact, promote sustainability and embrace resource recovery. These principles are used to shape national, state and local policy and strategy.

> Sustainable Development Goals

The United Nation’s Sustainable Development Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. At the heart of the goals is the need for a global partnership to ensure our collective future.

Waste management and resource recovery support the Sustainable Development Goals, in particular ‘Sustainable cities and communities’ (Number 11), ‘Responsible consumption and production’ (Number 12), ‘Climate action’ (Number 13), ‘Life below water’ (Number 14), ‘Life on land’ (Number 15) and ‘Partnerships for the goals’ (Number 17).

The City of Ballarat recognises the importance of realising these goals and will use them as a reference in future planning.



> Waste hierarchy

The waste hierarchy prioritises waste management practices with an emphasis on avoiding waste and maximising resource recovery.



- Avoid creating waste in the first place.
- Keep waste to a minimum. Consider waste when purchasing.
- Reuse or repurpose items.
- Repair items rather than replacing.
- Process waste into something new.
- Turn waste into energy.
- Dispose of waste to landfill.

> Circular economy

At the heart of this Strategy is the concept of a circular economy: an economy that is restorative and regenerative by design, and aims to keep products, components and materials at their highest utility and value at all times. A circular economy follows the above waste hierarchy, prioritising management practices that avoid and reduce waste, maximise resource recovery and ensure treatment or disposal options are safe and environmentally responsible.

"The circular economy is a system where materials never become waste and nature is regenerated. Products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling and composting."

"In our current economy, we take materials from the Earth, make products from them and eventually throw them away as waste – the process is linear. In a circular economy, by contrast, we stop waste being produced in the first place."

– Ellen MacArthur Foundation



> Precautionary principle

The precautionary principle states that if a product, an action or a policy has a suspected risk of causing harm to the public or to the environment, protective action should be supported before there is complete scientific proof of a risk.

> Intergenerational equity principle

The intergenerational equity principle is a fundamental principle of environmental law that states that present generations have a duty to protect the environment for the benefit of future generations. Our current resource consumption should not compromise the ability of future generations to meet their own needs.



> Shaping resource recovery and waste in Australia

Resource recovery and waste management is governed in Australia through legislation and policy across the three levels of government. This Strategy was developed within a framework of the relevant national, state and local government acts, legislation, policies, regulations and plans.

> Waste legislation and policy. Who is responsible for what?



Legislation and policy	Responsibilities
Federal – Australia	
<ul style="list-style-type: none"> National Waste Policy National Waste Action Plan 2019 Recycling and Waste Reduction Act 2020 <ul style="list-style-type: none"> > Product stewardship > Waste export regulations National Food Waste Strategy National Plastics Plan 	<ul style="list-style-type: none"> Set national policy Administer product stewardship legislation and schemes
State – Victoria	
<ul style="list-style-type: none"> Environment Protection Act 2017 Circular Economy (Waste Reduction and Recycling) Act 2021 Statewide Waste & Resource Recovery Infrastructure Plans Recycling Victoria: A new economy 	<ul style="list-style-type: none"> Waste legislation and management (residential, commercial and industrial) Plan statewide infrastructure Support investment in the resource recovery and waste Regional circular economy plans
Local – City of Ballarat	
<ul style="list-style-type: none"> Community Vision Council Plan 2021-2025 Waste as a Resource: Our Circular Economy Strategy 2024-2028 Circular Ballarat Framework 	<ul style="list-style-type: none"> Resource recovery and waste collection, processing and disposal services to households Advocate to other levels of government on policies and strategies on behalf of residents Community education and empowerment on a circular economy

In addition to governments, there are other important players in the waste space:

<p>Circular economy industries</p> <ul style="list-style-type: none"> • Operate infrastructure and technology to process resource recovery and waste. • Advocate for changes to the industry.
<p>Businesses</p> <ul style="list-style-type: none"> • Decide on resource consumption, reuse and recycling for their businesses.
<p>Community</p> <ul style="list-style-type: none"> • Decide to purchase or not purchase products. Decide how to recycle or dispose of these products. Change consumption habits and waste behaviours for 'small changes-big impact' on the planet.



Do you know how much waste goes to landfill?

> Victorians currently send more than 4.7million tonnes of waste to landfill every year.

Source: Recycling Victoria dashboard 2020-21

> Locally, Ballarat residents and businesses fill a hole with waste each year that is equivalent to filling Mars Stadium almost six metres deep.

> Valuable resources within waste are being lost to landfill while raw materials continue to be sources to make new products (the linear economy), which is not sustainable.



> Federal – Australia

National Waste Policy Action Plan (2019)

The National Waste Policy Action Plan is the national framework for waste and resource recovery in Australia. It outlines five key principles for waste management to transition Australia to a circular economy:

1. Avoid waste
2. Improve resource recovery
3. Increase use of recycled material and build demand and markets for recycled products
4. Better manage material flows to benefit human health, the environment and the economy
5. Improve information to support innovation, guide investment and enable informed consumer decisions.

The *National Waste Policy Action Plan* has seven targets:

1. Regulate waste exports
2. Reduce total waste generated by 10 per cent per person by 2030
3. Recover 80 per cent of all waste by 2030
4. Significantly increase the use of recycled content by governments and industry
5. Phase out problematic and unnecessary plastics by 2025
6. Halve the amount of organic waste sent to landfill by 2030
7. Provide data to support better decisions.

Recycling and Waste Reduction Act 2020 (Cth)

This Act provides a national framework for industry to take a greater responsibility for the environmental impact of the products that they produce through the product lifecycle, from design to disposal.

Product stewardship schemes

Product stewardship is an approach to manage the environmental and human health and safety of products and materials over a product's lifecycle. It involves manufacturers, importers, retailers and consumers sharing responsibility.

They can be industry-led voluntary schemes, co-regulatory between industry and government

or mandatory under the law.

Under the Act, the Australian Minister provides a priority list of products and materials considered to be most in need of product stewardship action that may need regulatory intervention if industry does not take voluntary action.

Australia has several product stewardship programs for items including oil, televisions and computers, plastics and packaging, mobile phones, tyres and batteries.

Waste Export Regulations

The Act bans the export of unprocessed waste including glass, plastics, tyres, paper and cardboard outside of Australia. These materials must be ready for further use prior to being exported.

National Food Waste Strategy

The *National Food Waste Strategy* provides a framework to support collective action towards halving Australia's food waste by 2030. It adopts a circular economy approach to capture food waste as a resource, encouraging food waste avoidance over reuse, recycling, reprocessing, energy recovery and disposal. It has four priority areas:

1. Policy support – Policies are supportive of food waste avoidance, reduction and repurposing.
2. Business improvements – Improvement and adoption of technologies, processes and actions to avoid and reduce food waste.
3. Market development – Development of markets to support the repurposing of food waste.
4. Behaviour change – Practices and attitudes towards avoiding and reducing food waste are adopted and sustained.

National Plastics Plan 2021

The National Plastics Plan outlines ways to increase plastic recycling, find alternatives to unnecessary plastics and reduce the impact of plastic on the environment.

The goals of the plan are to:

- Reduce plastic waste and increase recycling rates
- Find alternatives to the plastics we don't need
- Reduce the amount of plastics impacting our environment.

> State - Victoria

Environment Protection Act 2017

The Act and subordinate legislation take a prevention-based approach to protect and minimise the risks of harm to human health and the environment from pollution and waste. The centrepiece of the Act is the general environmental duty which requires all Victorians to take reasonable and practical steps to reduce the human and environmental health risks of their activities.

Circular Economy (Waste Reduction and Recycling) Act 2021

The Act strengthens oversight and regulation of Victoria's waste and recycling services. It's the foundation for the state's transition to a circular economy and is the legislative framework for Recycling Victoria: A new economy.

Recycling Victoria – A new economy

Recycling Victoria is the Victorian Government's circular economy plan. It aims to cut waste and increase recycling and reuse. Key actions in the plan that have a strong influence on the City of Ballarat's resource recovery and waste management include:

- A new four-stream waste and recycling system for all households:
 - Combined food organics and garden organics
 - Glass recycling
 - Plastics, paper, cardboard and metal recycling
 - Household waste
- A Container Deposit Scheme offering a 10 cent refund for used cans, cartons and bottles
- Support for a stronger waste and recycling industry
- New recycling laws and governance
- A state-wide ban of single use plastics.

Statewide Waste and Resource Recovery Infrastructure Plan

A 30-year roadmap to improve Victoria's waste and recycling infrastructure. The aims of the plan are to:

- Reprocess and use recycled materials
- Reduce the need for raw materials
- Send less waste to landfill.

This plan will be replaced by the *Victorian Recycling Infrastructure Plan (VRIP)* which is currently under development and expected to be released in 2024. Similarly, the objective of the incoming Victorian Recycling Infrastructure Plan is to provide long-term strategic infrastructure planning to guide and inform decision-making in relation to waste, recycling and resource recovery infrastructure at a state, regional and local level over the next 30 years.

Regional Circular Economy Plan Grampians Central West

The Grampians Central West *Regional Circular Economy Plan (RCEP)* is one of five regional circular economy plans that have been developed for regional Victoria. The *Regional Circular Economy Plan* support the delivery of the Recycling Victoria Policy and outline the circular economy aspirations for each region to 2030 and the priorities to achieve these aspirations. Grampians Central West's circular economy aspirations to 2030 are:

- Local demand and supply of recycled materials is strong.
- Consumers and manufacturers are informed and empowered.
- The circular economy is a key part of life in the region.
- There are clear legislative, policy and funding conditions to drive investment in recycling in the region.
- Regional research and development leads to innovation, pilots and new market entrants in the sector.

> Local - City of Ballarat

City of Ballarat Community Vision

The Community Vision has an outlook of at least 10 years and describes the community's aspirations for the future of Ballarat. This is our Community Vision:

Ballarat, Victoria's heritage city: leading the way as a sustainable, innovative and inclusive community. In 2031...

Ballarat is a city that has risen to the challenges of climate change. We lead in sustainable practice, development and industry. Our city is well-designed to adapt to changes in weather patterns and our people live in sustainable and energy-efficient homes. Our natural environment thrives and is home to a diverse range of plants and animals.

Ballarat is a city where challenges are faced with a curious and creative eye. We are known for identifying opportunities and delivering innovative solutions to health, social, economic and environmental issues. We are committed to learning from the experiences of others and building on those learnings to deliver outcomes suited to our community.

Council Plan

The plan outlines how the City of Ballarat will achieve Council's vision and fulfil the Community Vision to shape and deliver:

- An environmentally sustainable future
- A healthy, connected and inclusive community
- A city that fosters sustainable growth
- A city that conserves and enhances our natural and built assets
- A strong and innovative economy and city
- A Council that provides leadership and advocates for its community.

Circular Ballarat Framework

This framework builds the foundations required for Ballarat to transition to a strong circular economy with the aim of a 100 per cent circular economy by 2050. It commits the City of Ballarat to:

- Advocate for a circular economy
- Support local businesses
- Build a supportive consumer base
- Circulate Council activities.



> Circular Economy Targets

Transitioning to a circular economy is a significant shift away from how things currently are. The below table summarises national, state and local targets and outlines how the different levels of government plan to get there.

Federal – Australia	State – Victoria	Local – City of Ballarat
Target 1: Ban the export of waste, plastic, paper, glass and tyres, commencing in the second half of 2020.	15% reduction in total waste generation per capita between 2020 and 2030.	Reduce total kerbside waste generation per person in Ballarat by 15% between 2020 and 2030.*
Target 2: Reduce total waste generated in Australia by 10% per person by 2030.	Divert 80% of waste from landfill by 2030, with an interim target of 72% by 2025.	Reduce the level of contamination in the mixed recycling bin to below 15% by 2030.
Target 3: 80% average resource recovery rate from all waste streams following the waste hierarchy by 2030.	Cut the volume of organic material going to landfill by 50% between 2020 and 2030, with an interim target of 20% reduction by 2025.	Divert 80% of waste in kerbside bins from landfill by 2030.*
Target 4: Significantly increase the use of recycled content by governments and industry.	100% of households have access to a separate food and organics recovery service or local composting by 2030.	Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.*
Target 5: Phase out problematic and unnecessary plastics by 2025.		100% of City of Ballarat serviced households have access to a separate food organics and garden organics recovery service.*
Target 6: Halve the amount of organic waste sent to landfill by 2030.		Increase City of Ballarat circular economy initiatives by 20% each year to deliver a Circular Ballarat by 2050.
Target 7: Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.		100% compliance with the operational practices at the Ballarat Regional Landfill and Gillies Street Transfer Station (excluding events outside of the City of Ballarat's control).
		Reduce the reported number of dumped rubbish and illegal litter instances by 30% by 2030.

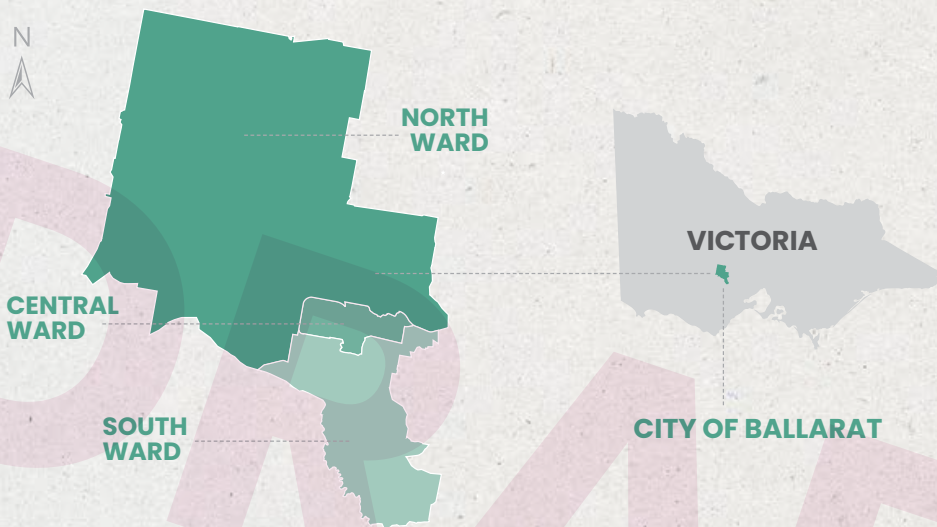
* Adopted from State target

2. This is Ballarat

> Our City

- > **Ballarat or Ballaarat (historical spelling)**
- > **740km2 and the 3rd largest City in Victoria**

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



122,002

Population in 2024
Source: forecast.id



10%

Population growth 2018-2023
Source: profile.id



142,624

Population forecast for 2036
Source: forecast.id



9,952

Businesses in 2022
Source: Australian Bureau of Statistics



7%

Ballarat residents that speak a language other than English at home
Source: Australian Bureau of statistics



1.8%

Population who identify as Aboriginal or Torres Strait Islander
Source: profile.id



49,410

Household in 2024
Source: forecast.id



59,485

Household forecast for 2036
Source: forecast.id



Household composition

- 28.0% couples
- 27.5% lone person
- 24.6% couples with children
- 10.1% one-parent families
- 2.8% group households
- 7.0% other household configurations



Housing type

- 88.9% separate houses
- 9.4% medium density
- 0.3% high density

Source: Australian Bureau of Statistics

Above: 3 ward boundaries correct as of July 2024. The Ballarat municipality will move from 3 wards to 9 wards as part of the Council Elections 2024.

> Our Services

The City of Ballarat offers a wide range of waste and resource recovery services, detailed below.

Service	Description
Kerbside commingled recycling collection (yellow bin)	Fortnightly collection and processing
Kerbside green waste collection (green bin)	Fortnightly collection and processing ¹
Kerbside household waste collection (red bin)	Weekly collection and disposal ²
Drop-off residential glass sites	Eight 'Pass on Glass' drop-off sites located across the municipality ³
Landfill	Management of the Ballarat Regional Landfill in Smythesdale. The site accepts all municipal waste from the City of Ballarat and some municipal waste Golden Plains Shire, Pyrenees Shire and commercial operators.
Rehabilitation and aftercare of closed landfills	Management of closed landfills at Whitehorse Road, Black Hill, Pennyweight Park, Wendouree, Trekardo Park and White Flat Oval.
Transfer Station	Contract management of the operation and management of the Gillies Street Transfer Station.
Drop-off sites	City of Ballarat offices (The Phoenix Customer Service and Libraries) offer drop-off collection of household batteries, mobile phones, light globes, needles and syringes.
Waste vouchers	Two free waste vouchers each year for residential properties to help with disposing hard waste items.
Street cleaning	Programmed and reactive sweeping of Ballarat's streets and footpaths, along with pressure washing outdoor furniture and public spaces. Maintenance and cleanliness of Ballarat's extensive bluestone gutter and drain network.
Public place waste collection	Collection of waste and recycling from public places across Ballarat including City of Ballarat facilities, sports clubs and caravan parks. Programmed and reactive public place loose litter collection.
Autumn leaf collection	Programmed and reactive collection of fallen leaves throughout Autumn.
Festivals and sporting events waste service	Support for City of Ballarat and community events, providing waste and resource recovery advice, facilities and collection.
Litter and illegally dumped rubbish	Investigation and removal of dumped rubbish from City of Ballarat property. Litter removal.
Waste education	Social media campaigns, workshops and events, bin inspection program, annual waste calendars and A-Z guide.
Planning referrals	Review of waste management plans and assessment of waste services for new development.
Nappy rebate	Rebate for Ballarat residents to claim some of the cost of buying cloth nappies, reusable period products, and reusable maternity breast pads.
Charity and community group support	Transfer Station vouchers and/or on-site collection of waste generated by approved charities and community group clean-up events.
Deceased animal collection	Collection and appropriate disposal of domestic animals, wildlife and livestock.

¹ Expansion to a Food Organics and Garden Organics (FOGO) in 2025, subject to being able to engage a suitable processor in the region.

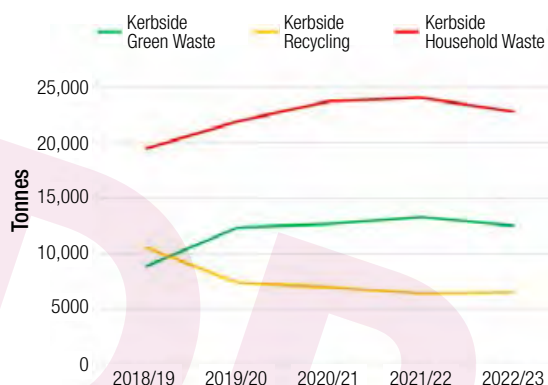
² Collection frequency change to fortnightly when the Food Organics and Garden Organics (FOGO) service commences in 2025.

³ A monthly kerbside glass collection service is expected to be implemented, once the impact of the State Government's Container Deposit Scheme has been assessed.

> Our Waste and Resources

Our kerbside collection

The City of Ballarat currently provides residential fortnightly kerbside collections for green waste and mixed recycling, and a weekly kerbside collection for household waste.



A snapshot of kerbside waste collected 2022/23



Green waste
12,500
tonnes



Recycling
6,500
tonnes



Household waste
22,800
tonnes

> What's in our bins?

An analysis of the yearly volumes of waste and recyclable materials collected by the City of Ballarat kerbside services over the past five years reveals:

GREEN WASTE

The total volume of green waste collected each year is influenced by seasonal conditions and has averaged almost 12,000 tonnes per year.

MIXED RECYCLING

(paper, cardboard, plastic)

About 6,500 tonnes of mixed recycling is collected from Ballarat residents each year. The volume of materials collected via the kerbside recycling each year declined by over 3,000 tonnes after the introduction of a drop-off glass collection service in 2019. Glass was removed from the mixed recycling collection as a result of our current recycling processor not accepting glass. The removal of glass from the mixed recycling collection has significantly improved the quality of the recyclables collected as they are not contaminated by broken glass.

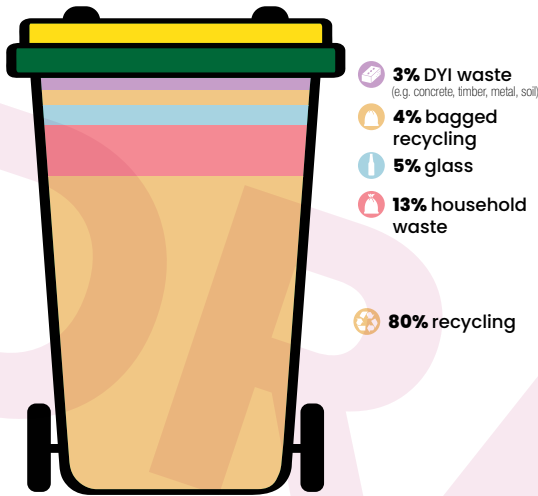
HOUSEHOLD WASTE

Almost 23,000 tonnes of household waste is collected from Ballarat residents each year. The volume of household waste collected increased during the COVID-19 pandemic and began to return to pre-COVID levels in 2022/23.

Our recycling

On average, each Ballarat household sorts 130kg of recyclable materials into their recycling bin each year.

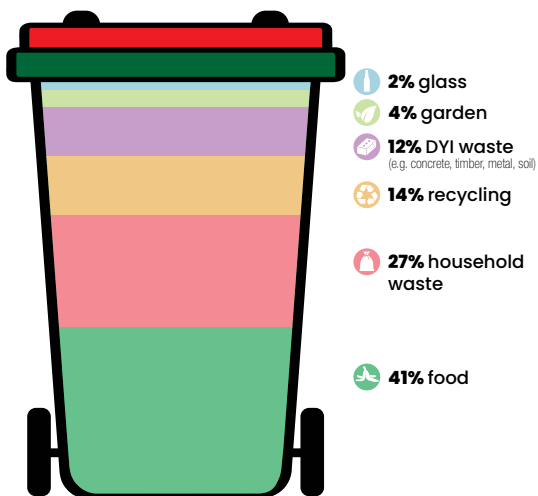
Based on audit data collected since 2019 (when glass was removed from the City of Ballarat’s kerbside mixed recycling service) the average recycling bin in Ballarat contains:



Our household waste

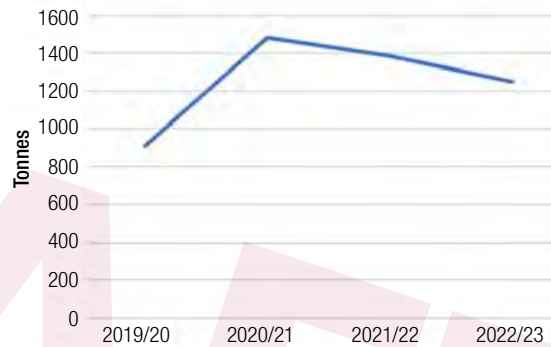
On average, each Ballarat resident throws out 193kg of household waste each year, which ends up in landfill.

Based on audit data collected since 2019, the average household waste bin in Ballarat contains:



In October 2023, Ballarat City Council endorsed the introduction of a weekly residential kerbside food organics and garden organics (FOGO) collection. Planning for the introduction of the new FOGO service is underway and the service will be implemented after a suitable regional processor has been engaged.

Drop-off sites Pass on Glass



The City of Ballarat introduced a glass recycling drop-off service for residents in September 2019. In 2022/23, more than 1200 tonnes of glass were collected for recycling via the nine Pass on Glass drop-off sites located across the municipality.

In October 2023, Council endorsed the introduction of a monthly residential kerbside glass collection. During 2024, officers will assess the impact the Victorian Government’s Container Deposit Scheme (CDS) has on how residents dispose of their glass containers before implementing the kerbside glass collection.

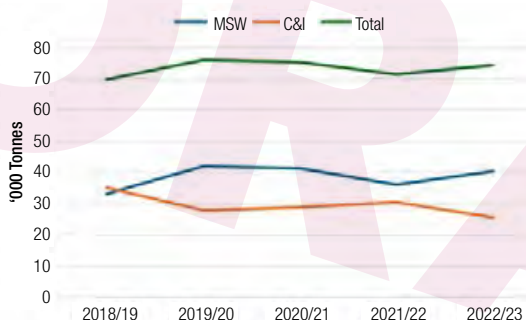
Our public place waste collection

The City of Ballarat provides and services public place waste bins across the municipality in parks, recreational reserves and public spaces.

In FY22/23, 288 tonnes of general waste was collected from public place litter bins.

Our landfill

Ballarat Regional Landfill, located in Smythesdale, is owned by the City of Ballarat. It is operated under a licence issued by the Environment Protection Authority (EPA) to ensure compliance with regulatory legislation that mitigates and minimises risks of harm to human health and the environment from pollution and waste. The site accepts all municipal waste from the City of Ballarat, Golden Plain Shire, Pyrenees Shire and commercial operators.



Over the past five years, the volume of materials disposed of at the Ballarat Regional Landfill has remained reasonably consistent.

In 2022/23, a total of 74,000 tonnes of material was deposited on-site. The largest two waste streams were 40,000 tonnes of municipal waste (from City of Ballarat, Golden Plains Shire and Pyrenees Shire) and 26,000 tonnes of commercial and industrial waste.



Our closed landfills

Closed landfills can pose a wide range of risks to environmental and human health, and their impacts can remain for a significant period after waste has stopped being accepted. The City of Ballarat considers closed landfill risks during any land use planning decisions. The City of Ballarat manages the closed landfills in accordance with Environment Protection Authority guidelines and the EPA-appointed environmental auditor, an independent auditor who carries out regular environmental audits and verifies monitoring programs and various plans such as the Rehabilitation and Aftercare Management Plans.

Case Study

Rehoming e-waste to those in need

In 2023, volunteers from the Ballarat Repair Café and the City of Ballarat Circular Economy team partnered on a project to retrieve a small number of televisions and computers from the eWaste skips at the Ballarat Transfer Station and, if possible after assessment, repair them. The project team connected with Peplow House and rehomed three televisions that had been returned to full working order. The aim is to further this collaboration to expand the project to rehome more electrical items as well as other household goods.



Our Transfer Station

The Ballarat Transfer Station is located in Gillies Street South, Alfredton, and accepts various waste and recyclable materials from residents and small commercial businesses. Residents are encouraged to sort their loads and make use of all the recycling and reuse services offered at the Transfer Station to minimise waste going to landfill. Current services offered at the Transfer Station include:

Recycling (no charge)	Recyclable (for a cost)	Disposal (for a cost)	Not accepted
Whitegoods (excluding refrigerators and air conditioners)	Rubble Rock, brick, concrete (No metal or plastic)	General waste Hard waste, wood, plastics, household waste, building waste (including plastic, metal, plasterboard), treated timber	Chemicals used by businesses for industrial and commercial purposes.
Empty/dry paint cans, small auto parts	Green waste Prunings, grass clippings, leaves and branches		Farm chemicals
Residential quantities of paints	Timber Clean hard and soft wood (excludes treated, laminated and painted)		Asbestos
Engine/motor oil	Mattresses		Ammunition
Batteries (car and household)	Refrigerators, air conditioners		Soil
Fluorescent Tubes	Tyres		Car bodies
Gas bottles (BBQ, household/camping)	eWaste – Commercial loads and non-scheme (small household electrical appliance)		
Household mixed recyclables			
Paper and cardboard (excluding waxed cardboard)			
Glass Drinking bottles/food containers			
eWaste under the National Scheme items e.g. personal computers, tablets, computer monitors, personal computer parts and electrical accessories and printer and TVs (residential quantities)			
Reusable household items in good condition			
Household chemicals			
DrumMuster (drums must be triple rinsed)			

Please go to the website for a current list of what can be recycled.

A snapshot of some of the waste and recycling materials collected at the Ballarat Transfer Station in 2022/23:



eWaste
60
tonnes



Batteries
vehicle
20
tonnes



Whitegoods/
fridges/air con
700
tonnes



Household
chemicals
20
tonnes



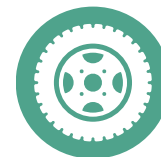
Mattresses
4,800
units



Green waste
5,000
tonnes



Timber
12,000
m3



Tyres
3,600
tonnes

Our Waste Vouchers

Residential properties in Ballarat receive two free waste vouchers each year to help with the disposal of hard waste items. The two vouchers are included in the Waste and Recycling Collection Calendar delivered to residents in July each year. In 2023/24, waste vouchers were issued to more than 50,000 residential properties.



> Challenges and Opportunities

Our Local Waste Challenges

Challenges	Opportunities
<p>Population growth</p> <p>The City of Ballarat's population is growing at about 2% per year and is expected to reach 142,624 people by 2036. A growing population increases the volume of waste and recyclable materials that needs to be managed within the municipality.</p>	<p>Community engagement</p> <p>A new and growing population is an opportunity to educate our community about resource recovery and our Circular Economy Targets. Education and behaviour change programs can reduce waste, increase resource recovery and hasten achievement of circular economy goals and targets.</p>
<p>Climate change</p> <p>Our current unsustainable patterns of consumption with high levels of resource extraction, production and waste generation contribute to excessive greenhouse gas emissions and pollution.</p>	<p>A different way</p> <p>Addressing the climate challenge requires a fundamental shift towards a more sustainable consumption model where resource use is avoided, where possible, and where more resources are reused and recycled. It is time to acknowledge that we cannot recycle our way out of this. It is important to consider with what we consume, there is an opportunity to do things differently but we do not need to go without.</p>
<p>Contamination</p> <p>Contaminants in recycling streams can reduce the quality and value of recyclable materials. Contamination can lead to unnecessary transport, higher greenhouse gas emissions, higher processing costs and can result in the disposal of recyclables into landfill.</p>	<p>Auditing and community education</p> <p>Education campaigns and behaviour change engagements play an important role in addressing contamination issues in our kerbside bins. Information can be tailored to appeal to a wide range of audiences in a manner that is accessible, engaging and positively reinforces good waste practices.</p>
<p>Litter and illegal dumping</p> <p>Litter and illegal dumping can result in pollution, soil degradation and health hazards for people and animals.</p>	<p>Community surveillance</p> <p>We can all be the eyes and ears for our local environment when it comes to litter and illegal dumping. Education, surveillance and enforcement are opportunities to reduce these issues and unite the community around a common good.</p>
<p>Lack of regional recycling infrastructure</p> <p>A lack of recycling and remanufacturing infrastructure is a challenge for the Grampians Central West region. The majority of recoverable and recyclable materials, and their value, must currently be transported outside of the region for processing.</p>	<p>Bringing it to the regions</p> <p>Facilitate development of local and regional scale recycling and remanufacturing services, new business opportunities and market development for goods made from recycled content.</p>
<p>Capacity of Ballarat Regional Landfill and Transfer Station</p> <p>The Ballarat Regional Landfill is currently estimated to have capacity up until 2040 This timeframe could be reduced with increasing rates of consumption and population growth. The Gillies Street Transfer Station is considered a medium size site and can store a maximum of 10,000m³ of waste at any given time under its EPA permit. When these capacity limits are combined with the region's forecast population growth, the City of Ballarat may be forced to place limits on the types of waste this site can accept.</p>	<p>Expansion and renewal</p> <p>Master planning for the landfill will confirm airspace available and suggested improved operational practices. A new contract for the Transfer Station is an opportunity to implement circular economy strategies. Consideration for a second transfer station or move of the current Transfer Station to the Ballarat West Employment Zone (BWEZ).</p>



Community engagement discussions

> Community Engagement

During 2023, the City of Ballarat engaged with a cross section of the Ballarat community to understand opportunities and challenges to managing waste and resource recovery across residential and business sectors.

The following engagement was undertaken:

Codesign workshop to develop engagement strategy

A codesign workshop was held with community waste champions from the previous 'Waste to Wellbeing' program and City of Ballarat staff involved in the management of waste. The aim of the workshop was to codesign the community engagement strategy, essentially asking the community to tell us the best way to engage with the community. The following approach was then developed.

Resource recovery and waste management workshops

A series of five workshops asked the community where they thought Ballarat should be focussing their efforts. The engagement centred on several key questions:

- How should we remove waste, that doesn't go into your bins, from residential dwellings?
- What opportunities are there to change the way we reuse, repair and recycle?

- What type of waste and resource recovery services do commerce and industry want from the City of Ballarat?
- How do we effectively manage waste in our public spaces?

MySay survey 1 (entire community)

A survey to understand the waste challenges being faced by the local community.

MySay survey 2 (business)

A survey to understand the waste challenges being faced by businesses.

Key themes and ideas resulting from the community engagement included:

- Additional measures to address litter and illegal dumping
- Greater community promotion, education and behaviour change around recycling and reuse
- A household collection service for hard to dispose of items
- Reducing contamination in comingled recycling bin
- Advocacy for product stewardship
- Engagement with the building industry to reduce litter during construction.

The key themes from the community engagement have been used to form the goals, aims and associated actions of this Strategy.



3. The Strategy

> Overview

This Strategy is intended to be a functional guide to direct the work of City of Ballarat teams and a practical plan that empowers the community to participate and support our future waste management goals.

We are committed to achieving the strategic objectives of our Council Plan (2021-2025) for an environmentally sustainable future with:

- A transition towards zero emissions
- A transition towards zero waste
- Improved stewardship of our natural resources and protection and enhancement of our biodiversity
- Adoption of more sustainable practices in our core business and operations.

This Strategy outlines how we will expand on and achieve these objectives as they relate to waste and resource recovery.

This Strategy has five key goals:

1. Create less waste
2. Increase reuse and recycling
3. Deliver circular waste and recycling services
4. Protect our environment
5. Empower our community.

Each goal has an associated aim and targets we intend to achieve. We outline what Council will do, what you can do and share some interesting facts, including examples of impressive, innovative things the Ballarat community is doing to reduce waste and increase resource recovery.

The Action Plan will tell you what we will do over the next four years to reach these goals and deliver a circular economy to Ballarat.

Each year we will review and refresh the Action Plan to keep it up-to-date with the latest technology and innovations in the sector.

A mid-term review of the Strategy will be undertaken in 2027.



GOAL 1 – Create less waste

AIM: Avoid generating waste and minimise waste wherever we can.

The first and most important goal is to create less waste in the first place, addressing the issue of waste before it becomes a problem. Creating less waste conserves resources, lessens the impact on the environment, helps to avoid costs associated with waste management and puts much less pressure on waste management systems including landfills.

Avoiding waste generation and minimising waste can be as simple as borrowing an item from a library instead of purchasing one, or as complex as designing products that require fewer resources to manufacture and use.

We all have a role to play in creating less waste and you can have an impact.

What you can do

Residents

Consider alternatives to buying new. Do you really need it? Could you borrow it?

Swap, sell, rent or buy second-hand and save yourself some money!

Consider repairing items.

Try to avoid buying disposable and single-use items.

Businesses

Design for durability.

Reduce packaging.

Promote or incentivise sustainable consumption habits to your customers.

Participate in a take-back program.

Conduct a waste audit. This could save you in waste disposal fees!

What City of Ballarat will do

Continue to offer the reusable nappy, period and sanitary products rebate.

Support the avoidance of single-use plastics at City of Ballarat events and for events on City of Ballarat land.

Deliver a food waste reduction behaviour change program.

Try to avoid buying disposable and single-use items.



Our target

Reduce total kerbside waste generation per person in Ballarat by 15 per cent between 2020 and 2030.



Did you know?

Ballarat residents are able to claim some of the cost of buying cloth nappies, reusable period products and reusable maternity breast pads. Visit ballarat.vic.gov.au/reusable-rebate

The Ballarat Tool Library is a volunteer-led initiative that provides access to the tools needed to repair and care for your home and belongings. They have over 1,000 tools!

Visit ballarattoollibrary.org



GOAL 2 – Increase reuse and recycling

AIM: Maximise reuse and recycling and minimise waste that goes to landfill.

Reusing items maximises their lifespan and reduces their immediate need for recycling. When products can no longer be reused, recycling is the next option to ensure materials are recovered and made into new products. Reuse and recycling minimises waste and resource consumption, reduces environmental damage and supports economic development.

There are challenges to reuse and recycling, including contamination of recyclable materials, inadequate local infrastructure to process materials and a lack of consumer awareness.

A staged community engagement and education campaign is currently being rolled out to improve understanding around how to use current kerbside waste and recycling services and to keep the community informed about the upcoming changes to kerbside collection services. The focus of the campaign is to reduce common causes of contamination in the mixed recycling bin. As planning progresses for the implementation of the new FOGO service, the campaign focus will shift towards informing the community about how the service will work and how to correctly use the service.

The development of local and regional scale recycling and remanufacturing services is being facilitated by working with six neighbouring councils and Central Highlands Water to release three market processes seeking industry proposals to improve the management of organics recycling and residual waste in our region. The industry proposals have been evaluated and the tender process for the project is expected to be released later in 2024.

The City of Ballarat is supporting the developing market for goods made from recycled content by exploring ways to incorporate recycled materials into City of Ballarat projects and operations. In January 2024, the City of Ballarat commenced a trial to incorporate a locally produced recycled plastic substitute for steel mesh into a 250m footpath in Miners Rest.

A Master Plan of Ballarat Regional Landfill is underway to provide the City of Ballarat with a framework for the long-term management and development of the site. A previous study in 2017 gave the landfill a life expectancy to 2040. The Master Plan will update this study based on changes in the waste industry, updated government targets, tonnage variances on the site and changes in landfill practices.



What you can do

Residents

Find out more about what can go in each of your kerbside bins to maximise recycling and reduce contamination.

Compost your food and garden waste at home to help your garden grow and turn your neighbours green with envy.

Use the Container Deposit Scheme to get 10 cents for your bottles and cans!

There are lots of materials that can be recycled! Get to know the [Ballarat Transfer Station](#).

Businesses

Implement and/or participate in a take-back program.

Design and purchase products for reuse.

Promote and use reusable packaging.

Join the Aspire program, an online marketplace where you can exchange your waste as a resource. Excess waste materials can be sold online. This diverts excess waste resources from landfill and can create new revenue streams.

What City of Ballarat will do

Continue to progress the establishment of Circular Economy Precinct, anchored by the Materials Recovery Facility, in the Ballarat West Employment Zone.

Advocate for Victorian and Australian government policy settings that promote practical solutions to improve circular economy outcomes.

Improve resource recovery at the Transfer Station.

Continue to explore regional processing solutions to improve the management of organics, recyclables and residual waste streams.

Our target

- Reduce the level of contamination in the mixed recycling bin to below 15 per cent by 2030.
- Divert 80 per cent of waste in kerbside bins from landfill by 2030.
- Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.
- 100 per cent of City of Ballarat serviced households to have access to a separate Food Organics and Garden Organics recovery service.
- Increase the City of Ballarat's circular economy initiatives by 20 per cent each year to deliver a Circular Ballarat by 2050.



Did you know?

Businesses can join the ASPIRE platform for free! Join here - ballarat.vic.gov.au/business/circular-ballarat/aspire-online-platform

Find out what can be recycled within the City of Ballarat with our [A-Z Waste and Recycling Guide](#)

It is possible to drop off toxic household, e-waste, metal, paints, oils, gas bottles, batteries, fluorescent globes, household kerbside recycling (residential quantities), paper, cardboard, glass, and plastic container items at no cost at the Gillies Street [Transfer Station](#)



GOAL 3 – Deliver circular waste and recycling services

AIM: Deliver waste and recycling services that responsibly meet the community's waste needs and lead to a circular economy.

The City of Ballarat plays an important role in the delivery of circular waste and recycling services across the municipality. We are committed to reviewing existing services and investigating the expansion of services to help deliver a local circular economy.

What City of Ballarat will do

Implement a residential kerbside Food Organics and Garden Organics (FOGO) service.

Develop Waste Services Guidelines to establish guidance and standards for waste management practices within the municipality.

Complete a Hard Waste Collection Options Assessment and present to Council for consideration, following community requests.



Did you know?

The City of Ballarat collects leaf litter on a street-by-street basis and we also respond to individual enquiries during Autumn. You can make a request for leaf collection, by calling Customer Service on 5320 5500 or by using the Snap, Send, Solve app.

Each Spring you can participate in Free Green Waste Week and Half Price Mattress Week at the Transfer Station. Keep an eye on our social media pages and on our website for more details!

It's not just businesses which have a duty to do the right thing. Under Victoria's environmental laws, we all have a general environmental duty to protect human health and the environment. You can report illegal dumping by calling Customer Service on 5320 5500 or via the Snap, Send, Solve app or to the Environment Protection Authority at epa.vic.gov.au/report-pollution.

Our local environmental friends' groups run clean up days across the municipality. You can find out about local environmental groups at mycommunity.ballarat.vic.gov.au/EnvironmentalGroups

Our target

- Reduce total kerbside waste generation per person in Ballarat by 15 per cent between 2020 and 2030.
- Reduce the level of contamination in the mixed recycling bin to below 15 per cent by 2030.
- Divert 80 per cent of waste in kerbside bins from landfill by 2030.
- Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.
- 100 per cent of City of Ballarat serviced households have access to a separate Food Organics and Garden Organics recovery service.
- Increase the City of Ballarat's circular economy initiatives by 20 per cent each year to deliver a Circular Ballarat by 2050.



GOAL 4 – Protect our environment

AIM: A litter and rubbish-free City of Ballarat. Management of Ballarat Regional Landfill and closed landfills.

Protecting our environment is a key focus of the Council Plan and our first Biodiversity Strategy – *Caring for Country*.

Managing litter and illegal dumping is essential to protect environmental health. Waste can harm wildlife and natural habitats and, in the longer term, can pollute soil and water.

Litter and illegal dumping impacts on the liveability and the look and feel of our communities. Litter-free environments improve community wellbeing and encourage more time spent in the outdoors.

Areas of litter and illegal dumping can attract disease-spreading pests such as rodents. These areas can also suffer economically due to decreased property values and reduced business patronage.

Safe and compliant management of active and closed landfills prevents pollutants from leaching into soil and groundwater, minimising unpleasant odours for surrounding residents and reducing greenhouse gas emissions (methane) produced by decomposing organic waste, helping to mitigate climate change.



What you can do

Residents

Participate in community clean-ups. Get to know your local 'Friends of' group.

Report illegal dumping to the City of Ballarat or the Environment Protection Authority

Reduce, reuse and recycle. Get broken items repaired and choose second hand.

Recycle right, check the City of Ballarat's website if you are unsure about what goes in each bin.

Make sure to place your mixed recyclables loose in your yellow lid recycling bin, and not in a bag.

Make use of the Transfer Station.

Make choices to buy items made from recycled materials that are also recyclable.

Recover your food waste – get a compost bin.

Teach your friends about the environmental impact of litter and illegal dumping.

Secure your load when transporting waste and recyclables to prevent them falling off your vehicle.

Businesses

Provide waste disposal and recycling options in and around your business for your customers and employees.

Set up a circular economy culture, educating your customers and employees about appropriate waste disposal. Consider incentives such as discounts and loyalty points.

Secure any skip bins to prevent illegal dumping and scattering of waste.

Participate in community environmental clean-ups.

Maintain a clean business site to prevent litter accumulation.

What City of Ballarat will do

Environment Protection Authority training with City of Ballarat litter enforcement officers, establishing a coordinated approach to investigating litter and illegal dumping.

Education and enforcement program for building sites focussing on litter and stormwater management.

Increase the capacity for stormwater treatment at the Ballarat Regional Landfill to improve and control the quality of treated wastewater discharged into the Woody Yaloak River.

 **Our target**

- 100 per cent compliance with the operational practices in Ballarat Regional Landfill and Gillies Street Transfer Station (excluding events outside of the City of Ballarat’s control).
- By 2030, reduce the reported number of dumped rubbish and illegal litter instances by 30 per cent.

Did you know?

Landfill gas, leachate and loose waste are the three main challenges for landfills today.

Landfill gas contains many different gases. Landfill gas is typically made up of 99 per cent methane and carbon dioxide. Methane can be formed from biological processes that occur when micro-organisms chemically break down organic matter in the absence of oxygen. This is the type of methane production that commonly occurs in landfills. The Ballarat Regional Landfill generates methane that is captured and turned into energy by two 800kW on-site engines. They can:

- Combust 4.47 million m3 of methane (equivalent to 1,800 Olympic sized swimming pools)
- Generate about 13,500 MWh. This is equivalent to powering about 2,800 average Victorian homes for a year.



- Abate about 96,000 tonnes of CO2 equivalent (~ 85,000 from methane destruction and 11,000 from green energy offset). This is equivalent to removing about 38,700 average Australian cars from the road for a year.

Leachate is the liquid formed when waste breaks down in the landfill and water filters through that waste. This liquid is highly toxic and if it is not adequately contained and removed from the landfill, it can pollute the land, groundwater and waterways. There can also be odour issues from leachate if it’s not managed properly.

Over the past three years, the Ballarat Regional Landfill produced about 30,000 m3 of leachate that is contained in two ponds and was transported and treated in another EPA-licenced facility. The City of Ballarat spends more than \$1 million per year to transport and treat the liquid off-site. Options to decrease the amount of the leachate produced include capping the landfill and completing rehabilitation works.

The City of Ballarat’s first landfill cell capping project using geosynthetic materials is underway, with more than two hectares of land being capped. Fully-funded by the City of Ballarat, the large-scale \$2.6 million project will cap the closed cells (large spaces dug at a landfill site where waste is compacted and layered within the ground with Environment Protection Authority requirements).

Landfills can attract disease-carrying vermin of all types and loose litter can fly away in the breeze. This is managed by placing a cover over the waste daily, by installing litter fences around the active tipping area and by collecting any rubbish that escapes the tipping area.



GOAL 5 – Empower our community

AIM: Empowering our community to take responsibility for their waste and make informed decisions about what they can do to reduce waste to landfill.

The City of Ballarat is committed to delivering honest, clear and accessible waste and resource recovery education and behaviour change programs.

The success of the Strategy and the transition to a circular economy are everyone’s responsibility. We can do this by understanding the waste and resource recovery options available to us and taking responsibility for the waste that we generate.

What you can do

Residents

Avoid and reduce waste where you can.

Keep informed about the ever-changing local opportunities to reuse and recycle.

Become a waste wise champion in your local community. Share what you know with your family and friends.

Support waste-conscious businesses.

Advocate for buy-back schemes.

Businesses

Advocate for buy back schemes for your business industry.

Teach your employees and customers about waste disposal and recycling options relevant to your business.

Offer recycling programs to your customers, such as electronic waste, batteries and other items that are challenging to recycle.

Promote the benefits of reusable products to your customers.

Work with schools and community groups to sponsor waste education, clean up events and waste reduction initiatives.

What City of Ballarat will do

Development and delivery of Ballarat Regional Landfill and Transfer Station tours.

Deliver a year-long communication and education campaign promoting local waste and resource recovery services and programs.

Explore implementing an app to provide residents with information about the City of Ballarat’s waste and recycling services and other local waste and resource recovery and upcycling opportunities.



Our target

- Reduce total kerbside waste generation per person in Ballarat by 15 per cent between 2020 and 2030.
- Reduce the level of contamination in the mixed recycling bin to below 15 per cent by 2030.
- Divert 80 per cent of waste in kerbside bins from landfill by 2030.
- Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.
- By 2030, reduce the reported number of dumped rubbish and illegal litter instances by 30 per cent.

Did you know?

The Hidden Orchard community group finds unloved fruit trees around Ballarat and redistributes the fruit to the community. They are reducing waste, building community connection and improving food security! Over the last year they have harvested over 4 tonnes of fruit!













Find out more here - hiddenorchard.org



























Do you need an item repaired or mended? Don't toss it, fix it! The Ballarat Repair Café can help you fix it with their amazing group of volunteers. Check them out here - facebook.com/ballaratrepaircafe









4. The Action Plan

Goal	Action	Year				Budget	Lead	Partners
		24/25	25/26	26/27	27/28			
GOAL 1 - Create less waste								
	Deliver a food waste reduction behaviour change program for residents.		✓			\$	Sustainable Environment	Neighbourhood Houses Libraries Community Centres
	Continue to support the Central Highlands Water Choose Tap program for water fountains in public places.	✓	✓	✓	✓	EOB	Circular Economy	Central Highlands Water
	Continue to offer the reusable nappy, period and sanitary products rebate.	✓	✓	✓	✓	EOB	Sustainable Environment	Communications Maternal and Child Health
	Support the avoidance of single use plastics: • Implement waste free, sustainable City of Ballarat events • Minimise waste at events on City of Ballarat land through event permits • Support events on private property to be waste free and more sustainable.		✓			EOB	Sustainable Environment Circular Economy	Events Communications
	Promote community groups that encourage waste avoidance and resource recovery, including share libraries, repair cafes, food waste reduction and purchasing second hand.	✓	✓	✓	✓	EOB	Circular Economy	Communications
	Promote City of Ballarat and broader grant opportunities to encourage waste reduction and resource recovery projects.	✓	✓	✓	✓	EOB	Circular Economy	Economic Development Strategic Grants
	Support the community to run a series of waste reduction workshops for residents.	✓	✓	✓	✓	EOB	Circular Economy	Local Community Groups
	Continue to explore opportunities to support the community to reduce waste.	✓	✓	✓	✓	EOB	Circular Economy	
GOAL 2 - Increase Reuse and Recycle								
	Provide a home composting/worm farm rebate for residents.	✓	✓	✓	✓	EOB	Sustainable Environment	Communications
	Continue to investigate recycling solutions for problematic waste materials, including soft plastics, textiles and polystyrene.	✓	✓	✓	✓	\$	Circular Economy	Transfer Station Waste Collections Waste and Resource Recovery Industry
	Increase City of Ballarat use of recyclable materials collected from residents, for example old tyres used in asphalt.	✓	✓	✓	✓	\$	Circular Economy	Infrastructure City Design Major Projects Community Infrastructure
	Advocate for Victorian and Australian government policy settings that promote practical solutions to improve circular economy outcomes.	✓	✓	✓	✓	EOB	Circular Economy	Advocacy
	Investigate increasing community drop-off options for common household items, including batteries, light globes and mobile phones.		✓			\$	Circular Economy	Transfer Station Customer Service
	Continue to progress the establishment of Circular Economy Precinct, anchored by Materials Recovery Facility, in the Ballarat West Employment Zone.	✓	✓	✓		ECB \$\$\$	Circular Economy	Victorian Government
	Continue to help local businesses to develop and implement circular economy practices, including the promotion of the Aspire program to businesses, the online marketplace for business to exchange their waste as a resource.	✓				\$	Circular Economy	Economic Development

Goal	Action	Year				Budget	Lead	Partners
		24/25	25/26	26/27	27/28			
3. Deliver Circular Waste and Recycling Services								
	Explore additional recycling options in public places.	✓	✓	✓	✓	EOB	Waste and Environment	
	Kerbside collection route digitisation and optimisation.	✓				ECB \$130000 \$\$\$	Waste and Environment	Software Provider
	Pilot a smart technology kerbside recycling program to improve contamination reporting.	✓				EOB \$15000 \$	Waste and Environment	Software Provider
	Implement In Truck solution to maximise efficiency of collection operations.	✓				ECB \$270000 \$\$\$	Waste and Environment	Hardware Provider
	Develop Waste Services Guidelines to establish guidance and standards for waste management practices within the municipality.	✓				EOB	Waste and Environment	Local Laws Finance Governance Community Inclusion
	Complete a Hard Waste Collection Options Assessment and present to Council for consideration.	✓				EOB	Sustainable Environment	Consultant
	Continue to explore regional processing solutions to improve the management of organics, recyclables and residual waste streams	✓	✓			ECB \$\$\$	Circular Economy	Six Neighbouring Councils Central Highlands Water
	Continue to explore ways to improve waste management and resource recovery by small businesses.	✓				\$	Circular Economy	Economic Development
	Investigate the feasibility of a City of Ballarat kerbside collection for small businesses.	✓						Economic Development
	Implement a residential kerbside FOGO service.	✓	✓			\$\$\$	Circular Economy	Communications Environmental Business Support Waste Collections
	Implement a residential kerbside glass service, subject to a review of the impact of the CDS on household glass volumes.		✓			NOB \$\$\$	Circular Economy	Communications Environmental Business Support
	Review and modernisation of transfer station services for the municipality, including a resale shop.	✓	✓	✓		ECB \$\$\$	Circular Economy	Transfer Station Major Projects

Goal	Action	Year				Budget	Lead	Partners
		24/25	25/26	26/27	27/28			
4. Protect our Environment								
	Advocate for bans on products such as polystyrene.	✓	✓	✓	✓	EOB	Circular Economy	Advocacy
	Advocate for the Environment Protection Authority levy (a levy collected at landfills) to be reinvested by the Victorian Government into the regional circular economy.	✓				EOB	Circular Economy	Advocacy
	Environment Protection Authority training with City of Ballarat litter enforcement officers, establishing a coordinated approach to investigating litter and illegal dumping.		✓			EOB	Compliance Waste and Environment	EPA
	Investigate CCTV options for illegal dumping hot spots.		✓			EOB	Compliance Waste and Environment	Suppliers
	Education and enforcement program for building sites focussing on litter and stormwater management.			✓		EOB	Compliance Waste and Environment	EPA
	Make information on land management publicly accessible.	✓				EOB	Waste and Environment	Information and Communication Technology
	Investigate and define position on supporting charity and community groups' clean up events.	✓				EOB	Waste and Environment	Information and Communication Technology
	Deliver an education campaign on illegal dumping of soil, including how to report soil being dumped.			✓		EOB	Compliance Waste and Environment	Environment Protection Authority
	Continue to provide and expand on key industry programs at the Ballarat Transfer Station such as Drum Muster.	✓	✓	✓	✓	EOB Transfer Station \$\$\$	Landfills and Transfer Station	Sustainability Victoria Drum Master and other programs that may take place in the future
	Develop and implement the Master Plan actions for the Ballarat Regional Landfill.	✓	✓	✓	✓	ECB BRL \$\$\$	Landfills and Transfer Station	Major Projects Waste and Environment Team Contractors Consultants EPA appointed auditor Other Stakeholders
	Complete landfill works including capping of used cells and the design of new cells.	✓	✓	✓	✓	NCB BRL \$\$\$	Landfills and Transfer Station	Major Projects Team Contractors Consultants EPA appointed Auditor
	Improvement of the operational practices of the landfill to maximise airspace of the landfill.	✓	✓	✓	✓	EOB BRL \$\$\$	Landfills and Transfer Station	Contractors Consultants EPA appointed Auditor
	Modernise and automation of environmental data systems of the Ballarat Regional Landfill to report against compliance service delivery.	✓	✓	✓	✓	EOB and NCB BRL \$\$\$	Landfills and Transfer Station	Contractors Consultants
	Implement the recommendations of the Leachate Management Plan, reducing the need to transport leachate off-site.	✓	✓	✓	✓	EOB and NCB BRL \$\$\$	Landfills and Transfer Station	Contractors Consultants EPA appointed Auditor
	Increase the capacity for stormwater treatment at the landfill to improve and control the quality of water discharged in the Woody Yaloak River.	✓	✓	✓	✓	NCB BRL \$\$\$	Landfills and Transfer Station	Contractors Consultants EPA appointed auditor

Goal	Action	Year				Budget	Lead	Partners
		24/25	25/26	26/27	27/28			
4. Protect our Environment								
	Implement the recommendations of the biannual compliance Landfill Operation Audit.		✓	✓	✓	EOB and NCB – BRL and Closed Landfills \$\$\$	Landfills and Transfer Station	Contractors Consultants EPA appointed Auditor
	Maintain the environmental monitoring investigations in the closed landfills that are not under EPA notice but are considered City of Ballarat land.	✓	✓	✓	✓	EOB and NCB – BRL and Closed Landfills \$\$\$	Landfills and Transfer Station	Contractors Consultants
	Implement the procedures of Operational Manual and Risk Management and Monitoring Program (RMMP) – Landfill and Transfer Station – and implement the procedure of the Environmental Monitoring Program (EMP) – closed landfills.	✓	✓	✓	✓	EOB – BRL and Closed Landfills NCB – BRL and Closed Landfills \$\$\$	Landfills and Transfer Station	Contractors Consultants EPA appointed Auditor
	Design for a new entrance bridge at the Ballarat Regional Landfill to ensure access to the site and meet OHS requirements.			✓	✓	NCB BRL \$\$\$	Landfills and Transfer Station	Infrastructure Team Contractors Consultants
	Control and ongoing management of vegetation including revegetation and removal of noxious weeds at all landfill sites.			✓	✓	EOB BRL \$\$\$	Landfills and Transfer Station	Contractors Consultants
	Continually address the aftercare and rehabilitation plans of the closed landfills.	✓	✓	✓	✓	EOB and NCB Closed Landfills \$\$\$	Landfills and Transfer Station	Major Projects Team Contractors Consultants
	Improve the management and facilities and increase resource recovery at the Transfer Station as part of the new management contract.	✓	✓	✓	✓	EOB and NCB Transfer Station \$\$\$	Landfills and Transfer Station	Contractors Consultants
	Transfer Station contract management and facility improvements to increase the number of resource recovery streams.	✓	✓	✓	✓	EOB and NCB Transfer Station \$\$\$	Landfills and Transfer Station	Contractors and Consultants Other Stakeholders
	Undertake a resource plan review that responds with the operational requirements of the Landfills and Transfer Station team to meet current and future demands for the project's delivery.	✓	✓	✓	✓	NOB BRL; Transfer Station; Closed Landfills \$\$\$	Landfills and Transfer Station	People and Culture
	Install gross pollutant traps along the Yarrowee River to remove litter and improve water quality.		✓	✓	✓		Sustainable Environment	Major Projects

Goal	Action	Year				Budget	Lead	Partners
		24/25	25/26	26/27	27/28			
5. Empower our Community								
	Development and delivery of landfill and transfer station tours.	✓	✓	✓	✓	\$	Landfills and Transfer Station Sustainable Environment	
	Collaborate with the Victorian Government in the delivery of school waste education initiatives.	✓				EOB	Sustainable Environment	Circular Economy
	Explore implementing an app to provide residents with information about the City of Ballarat's waste and recycling services and other local waste and resource recovery and upcycling opportunities.	✓				EOB \$	Circular Economy	
	Promotion of Victoria's Container Deposit Scheme.	✓				EOB \$	Circular Economy	Communications
	Share the City of Ballarat's waste advocacy stance with the community and local Members of Parliament.	✓	✓	✓	✓	EOB	Circular Economy	Advocacy and Communications
	Deliver a year long communication and education campaign promoting local waste and resource recovery services and programs (Transfer Station, Landfill, free drop-off days, opportunity shops, community waste reduction initiatives).	✓	✓	✓	✓	EOB \$	Waste and Environment	
	Work with leaders from diverse and First Nation communities, facilitating information sharing and service linkages.	✓	✓	✓	✓		Waste and Environment	Engaged Communities
	Undertake contamination reduction campaigns to address key contaminants in waste and recycling streams managed by the City of Ballarat.	✓	✓	✓	✓	EOB	Waste and Environment	Communications

EOB – Existing Operational Budget
 ECB – Existing Capital Budget
 NOB – New Operational Budget
 NCB – New Capital Budget
 \$ <\$50,000
 \$\$ <\$100,000
 \$\$\$ >\$100,000



Delivering the Strategy

> Implementation

The Strategy has goals, aims and targets to help us shape the future direction of waste management and resource recovery and to put us on the path towards a circular Ballarat.

The four-year Action Plan details what we will do and what you can do to help us meet our circular economy goals. The Action Plan will be reviewed annually based on the previous year's successes and learnings. It will be refreshed to keep it up-to-date with the latest policy changes, technology and innovations in the sector.

> Funding

Funding for actions will be subject to the City of Ballarat's standard budgeting process, with the cost of many actions wrapped into existing operational budgets.

The City of Ballarat will take a proactive approach to applying for external grant opportunities to improve waste and resource recovery services.

Future residential waste charges will include the cost of implementing actions from the Strategy where appropriate.

> Monitoring and Reporting

Progress on action will be reported to Council annually along with industry trends. A mid-term review of the Strategy will be undertaken in 2027.



> Monitoring – are we reaching our targets?

We will monitor and evaluate the delivery of the Strategy and achievement of targets using the below information.

#	Target	Data Source	Baseline	2030 Target
1	Reduce total kerbside waste generation per person in Ballarat by 15% between 2020 and 2030.	Kerbside collection data	196.3 kg/person (2019/2020 baseline)	166.9 kg/person (15% lower than 2020 baseline)
2	Divert 80% of waste in kerbside bins from landfill by 2030.	Kerbside collection data	43% diversion (2019/20 baseline)	80% diversion of waste
3	Halve the volume of organic materials going to landfill from kerbside collections between 2020 and 2030.	Waste Audit data Kerbside collection data	44% of organic material (2019/20 baseline)	22% of organic material
4	100% of City of Ballarat serviced households have access to a separate Food Organics and Garden Organics recovery service.	Rates data	0% (2020 baseline)	100%
5	Increase the City of Ballarat's circular economy initiatives by 20% each year to deliver a Circular Ballarat by 2050.	No of circular economy initiatives undertaken by City of Ballarat per year	11 initiatives (2023/24 baseline)	33 initiatives
6	100% compliance with the operational practices in Ballarat Regional Landfill and Gillies Street Transfer Station (excluding events outside of City of Ballarat control).	Number of penalties issues by the EPA	0 penalties (2023/2024)	0 penalties
7	Reduce the reported number of dumped rubbish and illegal litter instances by 30%.	Customer service requests	982 requests (2022/2023)	687 requests
8	Reduce the level of contamination in the mixed recycling bin to below 15% by 2030.	Waste audit data	20% (2021/2023 average baseline)	Less than 15%



The Phoenix | 25 Armstrong Street South, Ballarat, VIC 3350
City of Ballarat | PO Box 655, Ballarat, VIC, 3353

☎ 03 5320 5500 🌐 ballarat.vic.gov.au

July 2024

8.3. 26 JANUARY CONSULTATION

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Nicky Davidge – Coordinator Community Development

PURPOSE

1. To provide Council with the results of the community engagement in response to the December 2023 Council resolution to investigate future activities and events to be held on 26 January.

BACKGROUND

2. In December 2020, a resolution of Council (R270/20) was passed that supported the recommendation from Council's Koorie Engagement Action Group Advisory Committee (KEAG) to substitute fireworks with a significant cultural event on 26 January and move the fireworks to another significant day.
3. This resolution supported the introduction of Survival Day Dawn Ceremony and Picnic in the Park, with both events having increased attendance year on year since inception.
4. On 13 December 2023, Council passed the following resolution (R206/23):
 - 13.1 Note the importance of a well-planned and considered community engagement process to ensure community safety and cultural sensitivities are factored in throughout the process.
 - 13.2 Implement a community engagement process commencing in March 2024 to investigate future activities and events to be held on 26 January with a report back to Council in July 2024.

KEY MATTERS

5. To address the Council resolution for future events and activities to be held on 26 January, Council officers developed a comprehensive and inclusive engagement process which involved surveying the City of Ballarat community. Five hundred and thirty-four (534) responses were received.
6. To minimise the risk of disingenuous or inflammatory comments, survey respondents were required to register their details before they could participate in the survey.
7. The consultation was open from 22 March 2024 to 5 May 2024, with the survey available on the City of Ballarat's MySay page.
8. The survey was promoted through social media, Council's Advisory Committees, email to participants registered with MySay (6,026), and paper surveys at City of Ballarat venues such as the three libraries, Ballarat Aquatic and Lifestyle Centre, Djila-Tjarriu, and the Eureka Centre.
9. An article was published by the Ballarat Courier in response to a City of Ballarat Facebook post.

10. Due to the subjective nature of the data and in the interest of gaining the best result, all data collected was de-identified and analysed by an external, independent evaluator.
11. Summarised quotes have been included in this report to illustrate community comments.
12. For the purpose of this report, we will be using the term Aboriginal and/or Torres Strait Islander to describe our First Nations community.
13. Survey findings from the 534 respondents are summarised below.
14. The results of the survey recognise that there is no single voice in the community.
15. The 26 January events and activities developed from Council's resolution in 2020 have been supported by the recent consultation results and independently verified through the data analysis consultant.

SURVEY RESPONDENTS

16. A total of 534 survey responses were received.
17. Of the respondents who provided demographic information, we saw that:
 - Respondents' ages were relatively evenly spread, with the most commonly represented age group being 36-45 years (Figure A)
 - Almost two-thirds of respondents identified as female (Figure B)
 - There was diversity amongst respondents, although the number from a culturally or linguistically background was low (Figure C)

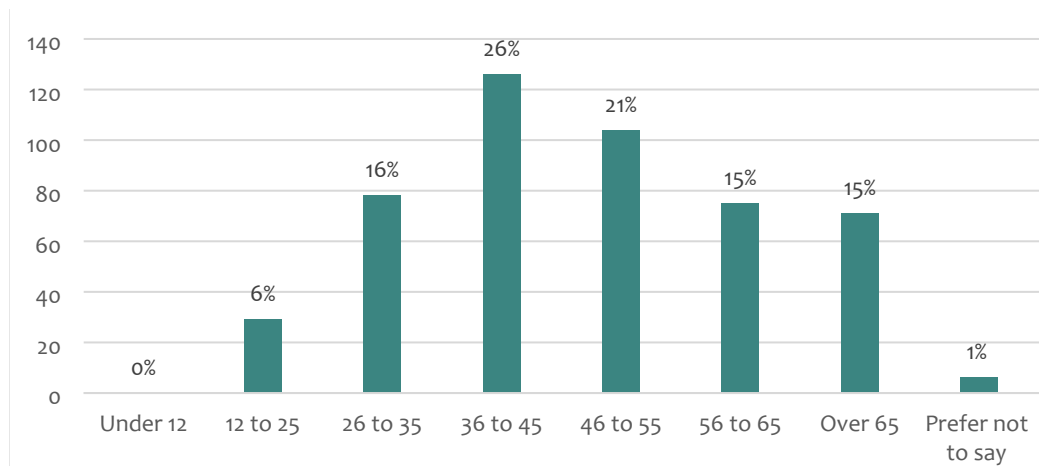


Figure A: Respondents' ages

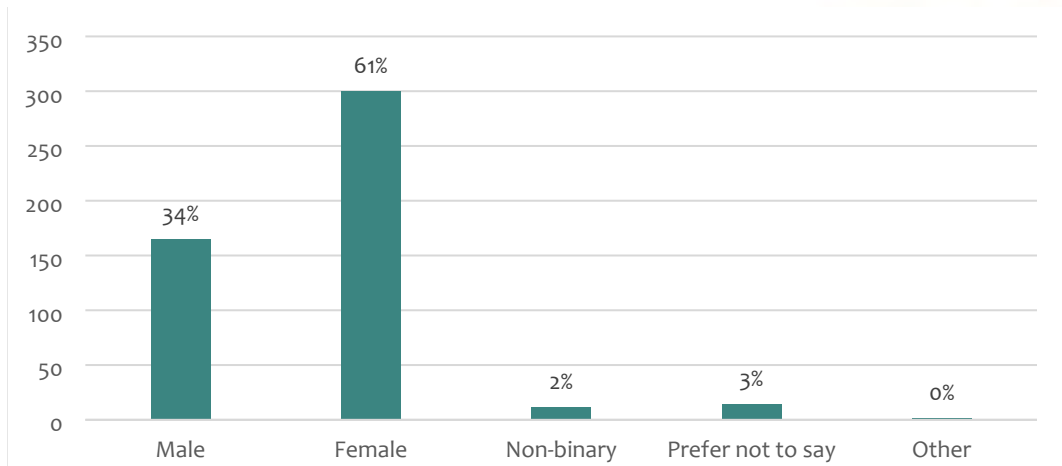


Figure B: Respondents' gender identity

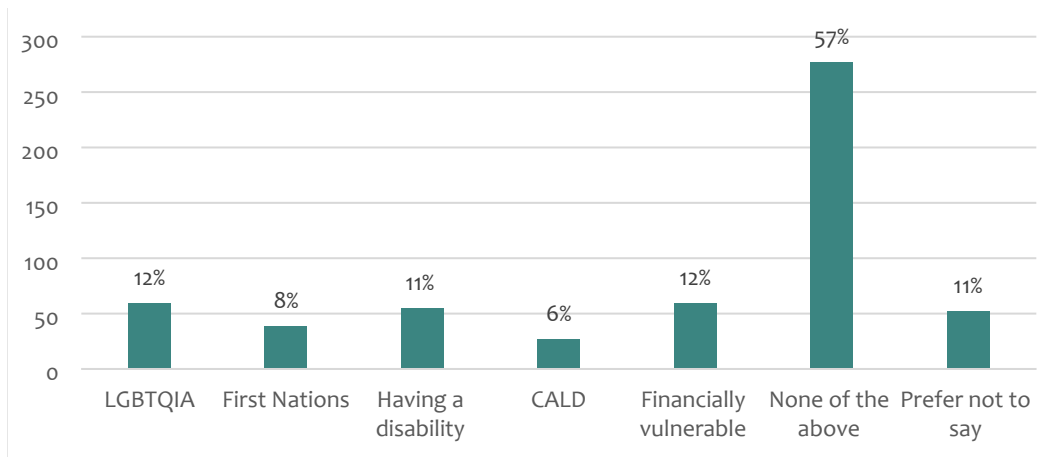


Figure C: Additional identifying factors of respondents.
Financially vulnerable was defined as earning less than \$650 per week.

ENGAGEMENT WITH 26 JANUARY ACTIVITIES

18. As shown in Figure D, two-thirds of respondents attended activities or events on 26 January.

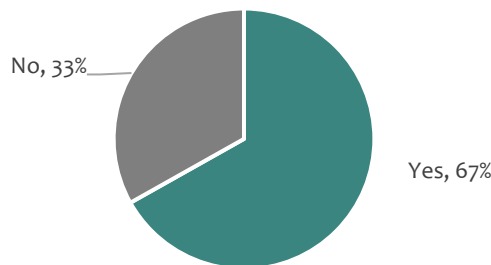


Figure D: Attendance at any activities or events on 26 January

19. When asked what activities or events they had attended, the most cited event was the Australia Day Picnic in the Park, followed by the Survival Day Dawn Ceremony or Survival Day Reflection activities. Citizenship ceremonies were ranked third from the provided list. A third of respondents attended other events to those listed, although no information was collected on these events.

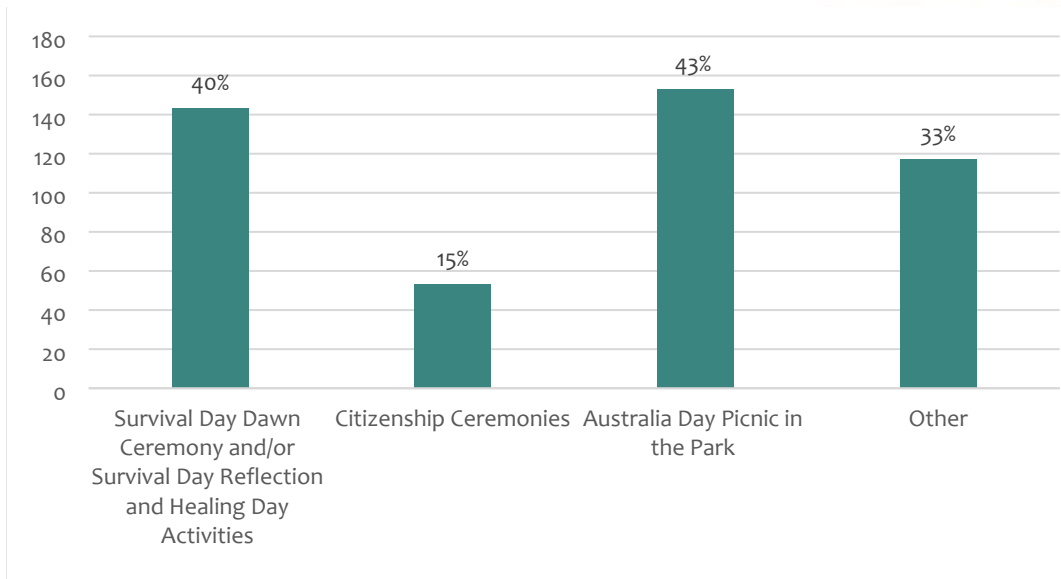


Figure E: Activities and events attended on 26 January (From provided list)
 'Other' refers to non-City of Ballarat led events.

FUTURE EVENT PREFERENCES

- 20. Respondents were asked an open-ended question about what future activities and events they would like to attend on January 26, to which 96% provided a comment. The detail within their comments varied from one-word answers to extensive narratives, with a broad range of opinions expressed.
- 21. In terms of the types of activities suggested, five main themes arose from the responses. Ranked in order of the most commonly cited activity theme, they were:

1. Aboriginal and/or Torres Strait Islander-centred activities
 - Mentioned by 176 respondents (34%)
 - 151 (29%) only nominated Aboriginal and/or Torres Strait Islander activities
2. (Fireworks)
 - Mentioned by 112 respondents (22%)
3. Multicultural events & events inclusive of all cultures
 - Mentioned by 68 respondents (13%)
4. Community Picnic / BBQ
 - Mentioned by 55 respondents (11%)
5. No events
 - Mentioned by 46 respondents (9%)
 - ☑ This response was much more common amongst respondents who had not attended an activity or event on 26 January (32, 18%) than those who had (14, 4%).

Within the introduction to the survey, it was explained that Council had resolved to schedule Ballarat’s annual fireworks display on New Years Eve, so in effect, fireworks was ‘not an option’ for 26 January. Despite this, one in five respondents expressed interest in 26 January fireworks. The following is a screenshot of the survey page showing the explanation that fireworks was not an option.



Activities and Events on 26 January

What activities and events do you enjoy and would you like to attend on the 26 January public holiday?

+ Follow



Home / Council Activities and Events on 26 January

On 26 January 2024, the following activities and events were held in the community:

- Survival Day Dawn Ceremony, followed by family activities throughout the day.
- Citizenship Ceremony
- Australia Day Picnic in the Park

The City of Ballarat would like to hear from the community about what future activities and events they would like to attend on 26 January.

In considering activities and events on 26 January, it is important to note:

- The date of the Australia Day public holiday is a set as a National holiday by the Commonwealth. Changing the date of the public holiday is not something that Council has the ability to change.
- At an ordinary Council meeting on Wednesday 28 February, Ballarat City Councillors resolved to schedule the annual fireworks display on New Years Eve.

Timeline

- 22 March 2024**
Consultation open - use the survey to tell us what you think.
- 5 May 2024**
Survey closed.
- June 2024**
All feedback is considered, with recommendations to form a report.
- July 2024**
Report to Council.

In considering activities and events on 26 January, it is important to note:

- The date of the Australia Day public holiday is a set as a National holiday by the Commonwealth. Changing the date of the public holiday is not something that Council has the ability to change.
- At an ordinary Council meeting on Wednesday 28 February, Ballarat City Councillors resolved to schedule the annual fireworks display on New Years Eve.

FURTHER ANALYSIS OF THE COMMENTS RECEIVED PROVIDED ADDITIONAL DETAIL

Aboriginal and/or Torres Strait Islander-centred activities

22. There was clearly very strong support for Indigenous-centred activities such as the Survival Day Dawn Ceremony. Positive comments about Aboriginal and/or Torres Strait Islander activities were made by a third of all respondents (34%), with similar response rates across the group that had attended 26 January events (32%) and those who had not (39%). Respondents spoke highly of the Dawn Ceremony and highlighted the need for such events to be Aboriginal and/or Torres Strait Islander-led. Many respondents would have liked to have seen other Aboriginal and/or Torres Strait Islander events throughout the day, with suggestions of education/history sessions and Indigenous craft displays. Almost a third of respondents (29%) only nominated Aboriginal and/or Torres Strait Islander activities.

“Survival Day or activities respectful to First Nations community members.”

“Some more activities focused on First Nations peoples’ experience that maybe aren’t so early so families can share more easily in the experience.”

Community picnics/gatherings

23. There was support for a community picnic/BBQ in the park and/or events at Lake Wendouree, with suggestions for live music, food trucks, and market stalls. Almost a third of respondents (29%) had attended an Australia Day Picnic in the Park. Several respondents felt events similar to Summer Sundays would be appropriate.

Multicultural activities

24. Many respondents highlighted activities that celebrate Australia's cultural diversity. These comments were often wrapped with notions of inclusiveness.

"All-inclusive celebration."

"Anything that includes all groups and nationalities - a lot like this year. We are all Australians and that is what we should celebrate. The food stalls, children activities, scouts, free activities for families make for a great community celebration."

Current activities

25. Fifteen respondents (3%), all from the group that had attended activities, commented that the current mix of 26 January activities was appropriate. This was in addition to the considerable support shown for specific events.

"I thought this year's offerings were very suitable for the occasion and would be happy to see similar in future."

"I like Council's current picnic and citizenship measures. Fireworks or excessive "celebrations" not required and insensitive."

CONSIDERATIONS

26. With over 500 responses received to the MySay survey, 26 January is clearly a topic of interest to the Ballarat community.
27. Although there was a wide variety of suggestions and opinions shared by survey respondents, the following considerations align with the strongest messages expressed.
1. Take confidence that the current mix of 26 January activities is providing options that appeal to different community members. Continuing to offer choices appears appropriate, at least for the time being.
 2. Maintain the inclusion of Aboriginal and/or Torres Strait Islander-centred activities, including the Survival Day Dawn Ceremony and associated activities, within Council's 26 January events.
 3. Continue to be mindful that community opinions about 26 January are divided and that all activities and events must be culturally sensitive to Aboriginal and/or Torres Strait Islander communities. Getting the messaging right about promoting inclusiveness within the context of acknowledging Aboriginal and/or Torres Strait Islander history will be critical to the community's engagement and support of 26 January activities.

OFFICER RECOMMENDATION

28. That Council:

28.1 Note the report and recognise that the considerations of the engagement process align with the December 2020 Council resolution.

28.2 Retain the current offering of events and activities for 26 January.

ATTACHMENTS

1. Governance Review [8.3.1 - 2 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan 2021-2025
2. Community Engagement Policy 2021
3. Health and Wellbeing Plan 2021-2031
4. Reconciliation Action Plan 2019-2021
5. Ballarat Events Strategy 2018-2028

COMMUNITY IMPACT

6. The community engagement process was planned and delivered in a respectful manner for all community members, Council officers and organisations.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

7. There are no climate emergency and environmental sustainability implications identified from this report.

ECONOMIC SUSTAINABILITY IMPLICATIONS

8. There are no economic sustainability implications identified from this report.

FINANCIAL IMPLICATIONS

9. Costs incurred to implement the community engagement plan and independent analysis was covered by existing recurrent budget.

LEGAL AND RISK CONSIDERATIONS

10. Council Officers considered community safety and cultural sensitivity risks in developing the consultation process for 26 January and the engagement was delivered accordingly. .

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. This report presents the results of the community engagement, the following consultation methods were used.
 - A short community survey about 26 January events was made available on the MySay page of the City of Ballarat website.
 - Promotion of the survey on social media.
 - Presentations to City of Ballarat's Advisory Committees..

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- MySay newsletter with links to the survey to over 6000 registered participants.
- Paper-based surveys at City of Ballarat venues.

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)

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8.4. SOCIAL AND AFFORDABLE HOUSING

Division: Community Wellbeing
Director: Matthew Wilson
Author/Position: Breanna Doody – Coordinator Health and Social Planning

PURPOSE

1. To present the draft Social and Affordable Housing Action Plan (the Action Plan) for endorsement by Council.
2. To detail how community consultation feedback has been utilised to strengthen the draft Social and Affordable Housing Action Plan.

BACKGROUND

3. Our community is experiencing challenges in all areas of the housing spectrum from crisis and emergency accommodation, transitional housing, public housing, community rental housing, affordable private rental, and home ownership housing. Combined with the increasing costs of living, we are also seeing this translate into increased demand at homelessness service providers and emergency food relief services.
4. Rising house prices, rents, and historic underinvestment in social and affordable housing have led to an increase in the number of households experiencing housing stress in the community. The 2021 Census identified that 31.6% of renters in Ballarat are considered to be experiencing housing stress, spending more than 30% of income on rent.
5. A significant current and future demand for social and affordable housing has been identified in the SGS Planning and Economics Diverse and Affordable Housing discussion paper, with the shortfall in social housing stock rising from over 5,021 dwellings to over 9,185 by 2041.
6. Improving access to diverse and affordable housing has been shown to have a broad range of positive outcomes including:
 - Improving health outcomes
 - Reducing domestic violence and abuse
 - Assisting ageing in place
 - Reducing crime
 - Improving educational outcomes for children
 - Driving business competitiveness
 - Improving community inclusion
 - Supporting creativity and innovation.
7. While it is acknowledged that the Victorian and Federal governments should continue to play a primary role in delivering or incentivising social and affordable housing, there are also reasons to address our housing challenges through a collaborative community and inter-governmental approach. Local government has a far deeper knowledge of the local housing challenges and its residents and can use this information to play a proactive role in advocating and influencing outcomes.

KEY MATTERS

8. Council officers have drafted a 5-year Social and Affordable Housing Action Plan which responds to the draft Housing Strategy, reflects our specific challenges and opportunities, and considers the learnings from other local governments and community feedback. It is the first of its kind for the City of Ballarat. The plan identifies the ways that the City of Ballarat could contribute to social and affordable housing outcomes, with a focus on facilitation and advocacy to address community needs. The Action Plan focuses on delivering actions within the legislative responsibilities of local government.
9. Intended outcomes of the Action Plan:
 - Better housing diversity that suits community needs
 - Increased affordable housing supply
 - Greater State and Federal Government investment and leadership
 - More effective partnership arrangements with community housing providers and developers
 - Improved community support for affordable housing
 - Established role for local government as an advocate for social and affordable housing outcomes for residents.
10. Consultation for the draft Action Plan was undertaken between 20 May and 16 June. Overall, there was significant support for the Action Plan with participants also identifying additional opportunities to strengthen the Plan.
11. Consultation activities included:
 - Online mySay survey – 87 respondents
 - Three community drop-in sessions – 7 attendees
 - Two developer workshops – attended by 44 developers, community housing providers, landowners, and other organisations, in collaboration with Housing Strategy and Growth Area Plan Framework consultation.
 - Email submissions – 5 submissions
 - In-person consultation with advisory groups (including the Homelessness Advisory Reference Committee and Council's Intercultural Advisory Committee)
 - In-person consultation with Aboriginal Housing Victoria, Ballarat and District Aboriginal Co-operative and Catholic Care Housing Victoria.
 - Officer attendance at the Central Highlands Homelessness Alliance (CHHA) annual forum (including family violence service providers) during which feedback points were provided for consideration.
 - Opportunities to deliver specific consultation opportunities to LGBTIQ+, Koorie Engagement Action Group (KEAG), youth advisory groups and family violence committees were also offered but were unable to be accommodated at this time.
12. A review of demographics indicates that a broad cross-section of the community either involved in or impacted by social and affordable housing has been consulted with more than 200 people/organisations providing feedback. While professionals working with young people, women who have experienced family violence, and First Nations and CALD communities have provided input into the Plan, these cohorts who are disproportionately impacted by issues relating to social and affordable housing were underrepresented from a lived experience perspective.

13. Consideration of the consultation feedback has resulted in minor amendments to nine existing actions and eight new actions to be added to the draft Social and Affordable Housing Action Plan.
14. These additions have also led to the decision to split the theme 'Advocacy and Further Investigations' and associated actions into separate parts to improve readability of the document. An additional principle has also been included to reflect the need for further inclusion of lived experience perspectives during the implementation of the Action Plan.
15. Other minor changes to the Plan have included:
 - Additional 'external partners' identified;
 - Clarifications made within the Glossary; and
 - Information added regarding evidence base.
16. Due to the consultation feedback, a plain language version of the Action Plan will also be developed and distributed alongside the original once a final version is adopted.
17. New actions resulting from community feedback include the following:

Theme: Community Engagement

- Update and communicate City of Ballarat's existing Homelessness and Affordable Housing Position Statements bi-annually to share key local data and evidence and assist with advocacy for specific community needs.
- Identify and distribute resources which support improved understanding of tenant rights, and awareness of local community health and inclusion support services for social and affordable housing residents.

Theme: Advocacy

- Advocate for homes that specifically meet the needs of young people who have experienced trauma and young people with complex needs. Provision of housing should be paired with the delivery of ongoing, long-term, and targeted support.
- Advocate for safe, stable, and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women.
- Advocate to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.

Theme: Further Investigations

- Consider the feasibility and implications to both Council and community of alternative housing models, innovative solutions, and community led initiatives including cohousing, Build to Rent, 3D printing, and others as required.
- Consider opportunities through the review of the Community Local Law 2017 to support those experiencing housing crisis, including clauses related to camping and caravan parks.
- Explore opportunities to support registered community housing providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees (i.e. planning

or engineering fees) and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.

18. Further details about the changes made as a result of community feedback can be found in the Consultation Report which is available on the City of Ballarat MySay page <https://mysay.ballarat.vic.gov.au/social-and-affordable-housing-action-plan>

OFFICER RECOMMENDATION

19. That Council:

19.1 Endorse the City of Ballarat Social and Affordable Housing Action Plan.

ATTACHMENTS

1. Governance Review [8.4.1 - 4 pages]
2. Final Social & Affordable Housing Action Plan [8.4.2 - 12 pages]
3. SAHAP Consultation Report 2024 [8.4.3 - 29 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Affordable housing is referred to within several City of Ballarat policy documents. The Ballarat Strategy has several initiatives that relate specifically to housing affordability and social and affordable housing. Supporting actions to implement the initiatives are focussed on engagement with state government, key stakeholders, and the private sector to encourage the provision of social, affordable, and diverse housing opportunities.
2. The City of Ballarat's Health and Wellbeing Plan 2021-31 also refers to the importance of housing, identifying it as a liveability domain and noting the role of adequate housing in the wellbeing of individuals and communities.
3. The State Planning Policy Framework in the City of Ballarat Planning Scheme, which is used to guide Council's land use planning decisions, includes an objective (Clause 16.01) to 'deliver more affordable housing closer to jobs, transport, and services'. It does this through strategies to 'improve housing affordability' by 'encouraging a significant proportion of new development to be affordable for households on low to moderate incomes' and to 'increase the supply of well-located affordable housing'.
4. The City of Ballarat has a statutory responsibility in housing-related matters such as land use, physical infrastructure planning and development, and recognises its role in encouraging the provision of affordable, diverse housing opportunities across the municipality.

COMMUNITY IMPACT

5. Our community is experiencing challenges in all areas of the housing spectrum from crisis and emergency accommodation, transitional housing, public housing, community rental housing, affordable private rental, and home ownership housing. Combined with the increasing costs of living, we are also seeing this translate into increased demand at our homelessness service providers and emergency food relief services.
 6. A significant current and future demand for social and affordable housing has been identified in the SGS Planning and Economics Diverse and Affordable Housing discussion paper, with the shortfall in social housing stock rising from over 5,021 dwellings to over 9,185 by 2041.
 7. Improving access to diverse and affordable housing has been shown to have a broad range of positive outcomes including:
 - a. Improving health outcomes
 - b. Reducing domestic violence and abuse
 - c. Assisting ageing in place
 - d. Reducing crime
 - e. Improving educational outcomes for children
 - f. Driving business competitiveness
 - g. Improving community inclusion
 - h. Supporting creativity and innovation.
 8. If an increase in social and affordable housing can be achieved, it will make a significant contribution to improved health and community outcomes for our community.
-

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CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

9. Principle 2 of the Action states that *City of Ballarat will support and advocate for increased investment in diverse and affordable housing development that is high quality, accessible, sustainable and climate resistant in design and construction.*

ECONOMIC SUSTAINABILITY IMPLICATIONS

10. No economic sustainability implications have been identified as a result of the adoption of the Action Plan.

FINANCIAL IMPLICATIONS

11. Majority of actions will be delivered using existing resources. Any further resources required will be requested through business case and budget process in future financial years.

LEGAL AND RISK CONSIDERATIONS

12. There are no overarching legal or risk implications of the plan. Action 1.5: *Use the evaluation criteria to rate all identified sites, grouping sites from most feasible to least feasible and identifying possible delivery models for feasible sites, including the most effective role for Council (e.g., advocate, supporter, investor, partner etc.) and possible pathways for delivery* will only require further legal consideration if Council is to consider use of its land for social and affordable housing.

HUMAN RIGHTS CONSIDERATIONS

13. 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

14. Consultation and community engagement for the City of Ballarat Draft Social and Affordable Housing Action Plan was undertaken between 20 May and 16 June. Overall, there was significant support for the Action Plan, and through the consultation process, additional opportunities to strengthen the Plan were identified.
15. Consultation activities included:
 - Online mySay survey – 87 respondents
 - Three community drop-in sessions – 7 attendees
 - Two developer workshops - attended by 44 developers, community housing providers, landowners, and other organisations, in collaboration with Housing Strategy and Growth Area Plan Framework consultation.
 - Email submissions – 5 submissions

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- In-person consultation with advisory groups (including the Homelessness Advisory Reference Committee and Council's Intercultural Advisory Committee)
- In-person consultation with Aboriginal Housing Victoria, Ballarat and District Aboriginal Co-operative and Catholic Care Housing Victoria.
- Officer attendance at the Central Highlands Homelessness Alliance (CHHA) annual forum (including family violence service providers) during which feedback points were provided for consideration.
- Opportunities to deliver specific consultation opportunities to LGBTIQ+, KEAG, youth advisory groups and family violence committees were also offered but were unable to be accommodated at this time.

16. A review of demographics indicates that a broad cross-section of the community either involved in or impacted by social and affordable housing has been consulted with more than 200 people/organisations providing feedback. While professionals working with young people, women who have experienced family violence, and First Nations and CALD communities have provided input into the Plan, these cohorts who are disproportionately impacted by issues relating to social and affordable housing were underrepresented from a lived experience perspective.

17. A summary of changes that have been made resulting from community consultation includes:

- 8 new actions added
- Amendments to 9 existing actions (Actions 2.3, 3.1, 3.2, 3.3, 4.2, 4.3, 4.4, 5.1 and 5.2)
- Splitting of theme 'Advocacy and Further Investigations' and associated actions into two parts to improve readability of the document.
- Additional principle (6) has been included to reflect the need for further inclusion of lived experience perspectives during the implementation of the Action Plan
- Other minor changes: additional 'external partners' identified, clarifications made within the Glossary, and information added regarding evidence base.
- A plain language version of the Plan will be developed and distributed alongside the original once a final version is adopted.

GENDER EQUALITY ACT 2020

18. There are gender equality implications identified for the subject of this report and a Gender Impact Assessment has been completed.

19. It was recommended that several actions within the Action Plan be modified to acknowledge the need to consider the impacts of gender and intersectionality.

20. Specifically, it was recommended that the Social and Affordable Housing Action Plan more explicitly integrate considerations of gender and intersectionality throughout the following actions which have subsequently been made:

Original Action	Proposed Amended Wording
3.0 Design, develop and deploy a comprehensive community engagement campaign to outline the problems associated with the housing crisis and	3.0 Design, develop and deploy a comprehensive community engagement campaign to outline the problems associated with the housing crisis and (more importantly) the work involved in providing

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(more importantly) the work involved in providing solutions	solutions. Ensure gender-inclusive engagement practices are employed in all engagement activities.
4.3 Continue to engage with local homelessness service providers through the Central Highlands Homelessness Alliance to increase understanding of local issues and trends, to support Housing First approaches, and to develop an agreed definition of homelessness.	4.3 Continue to engage with local homelessness service providers through the Central Highlands Homelessness Alliance to increase understanding of local issues and trends, to support Housing First approaches, and to develop an agreed definition of homelessness. Ensure stakeholders representing women and gender diverse individuals are included in any partnerships where possible.
5.3 Advocate for affordable housing projects which meet the needs of identified priority groups within our community including women and children experiencing family violence, First Nations communities, women over 50, people with mental health issues, those experiencing chronic homelessness and young people	5.3 Advocate for affordable housing projects which meet the needs of identified priority groups within our community including women and children experiencing family violence, First Nations communities, women over 50, people with mental health and/or substance misuse issues , those experiencing chronic homelessness, young people, LGBTQIA+ communities, people from CALD backgrounds, people with disabilities, and those from socio-economically disadvantaged backgrounds.
5.4 Initiate and complete an MOU with Aboriginal Housing Victoria to better assess the housing needs of local Aboriginal and Torres Strait Islanders and to identified shared actions that will most effectively address those needs	5.4 Initiate and complete an MOU with Aboriginal Housing Victoria to better assess the housing needs of local Aboriginal and Torres Strait Islanders and to identified shared actions that will most effectively address those needs. Consider the impacts of intersectionality and the needs of women and gender diverse individuals within any MOU developed where appropriate.
5.5 Initiate and complete an investigative process to identify the housing needs of older, low-income residents and assess the viability and suitability of establishing a Home Share program in the municipality	5.5 Initiate and complete an investigative process to identify the housing needs of older, low-income residents (particularly women) and assess the viability and suitability of establishing a Home Share program in the municipality

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

21. 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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CITY OF BALLARAT
**Social and Affordable
Housing Action Plan**





—

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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Context

The City of Ballarat recognises that housing directly impacts health and wellbeing, and plays a critical role in health, education, employment, and safety outcomes. Not only is physical shelter important, but it must also be adequate (suitable size, warm and dry), accessible (available for low-income households in a location that enables them to get to school, work, and community) and affordable (priced so households are able to meet other essential basic living costs).

The Victorian Local Government Act 2020 requires councils provide the best outcomes for the community, whilst having regard to the long-term cumulative effects of decisions. Under the Local Government Act 2020, the role of local government in housing includes:

- Ensuring adequate planning for the future of the municipal district.
- Coordinating with other public bodies to ensure that services and facilities are provided, and resources are used effectively and efficiently,
- Representing and promoting the interests of the community and being responsive to the needs of the community.

In addition, the Planning and Environment Act 1987 includes facilitating the provision of affordable housing as a specific planning objective for Victoria.

The draft Ballarat Housing Strategy and the City of Ballarat Diverse and Affordable Housing Discussion Paper, developed in 2023, provide the background, context, and evidence to support the following action plan. Additional data, statistics and evidence regarding both affordable housing and homelessness have also contributed to the development of the Action Plan, a snapshot of which is included in the Affordable Housing and Homelessness Position Statements available on the City of Ballarat website.

The Diverse and Affordable Housing Discussion Paper found that City of Ballarat could contribute to improving housing diversity and affordability in several ways, which can be grouped into three tiers of influence, distinguished by the relative level of direct involvement and investment by City of Ballarat. The tiers are ordered according to their impact and have been considered in the development of the Draft Social and Affordable Housing Action Plan (the Plan). They do not need to be undertaken sequentially.

The identified three tiers of influence are:

- **Tier 1: Facilitating efficient housing markets** by focusing on partnerships, education and relationship building with industry and community stakeholders. Activity under this tier ensures planning and development control systems are efficient so that the supply side of the market can respond as smoothly as possible to local demand.
- **Tier 2: Facilitating affordable housing supply.** Activity under this tier would see City of Ballarat take a strong advocacy position in favour of social and affordable housing backed by a well-articulated policy and strategy.
- **Tier 3: Investing in affordable housing** as a direct agent of social and affordable housing supply, investing ratepayer funds and other assets (such as land) to this end.

As identified by the Discussion Paper, local government has a range of roles that can support the provision of affordable housing. The City of Ballarat will focus actions on delivering within the legislative responsibilities of local governments. The action plan has categorised initiatives into five key themes and roles of City of Ballarat to support increased supply of social and affordable housing including: Land; Policy and Planning; Community Engagement; Partnerships; Advocacy; and Further Investigations.

Intended outcomes of the action plan are:

- Better housing diversity that suits community needs
- Increased affordable housing supply
- Greater State and Federal Government investment and leadership
- More effective partnership arrangements with community housing providers and developers
- Improved community support for affordable housing
- Established role for local government as an advocate for social and affordable housing outcomes for residents.

Progression against the Action Plan will be reviewed bi-annually, with learnings implemented in future years.

Principles

To underpin the actions in the Plan and to clarify City of Ballarat's role in diverse and affordable housing, the following principles will be applied:

1. City of Ballarat will support affordable housing development located in areas that have good access to schools, shops, services, public open space, and public transport.
2. City of Ballarat will support and advocate for increased investment in diverse and affordable housing development that is high quality, accessible, sustainable and climate resistant in design and construction.
3. City of Ballarat will encourage and advocate for support services be in place to ensure successful housing outcomes.
4. City of Ballarat will encourage and advocate for mixed tenure developments which support a socially cohesive community.
5. City of Ballarat will take an organisation-wide approach to ensure that actions to support diverse and affordable housing are aligned with other City of Ballarat strategies and plans including but not limited to those that focus on transport, economic development, tourism, asset planning and management.
6. City of Ballarat will seek to advocate for the inclusion of voices that reflect the diversity of our community and recognise the value of lived experience perspectives when developing social and affordable housing outcomes.

Timescales

- **Immediate** within 12 months of adoption
- **Short** 1-3 years after adoption
- **Medium** 3-5 years after adoption
- **Ongoing** continual or as need arises

1.0 Land

The availability of land is the most significant enabler of social and affordable housing growth. Well located, inexpensive land is the starting point for any successful project. Diligently investigating land availability and suitability is a key role for City of Ballarat using information such as the rates database and GIS mapping. Land in greenfield areas, older suburbs, and urban areas must be considered. Underutilised land that is owned by Council, state government, churches and community groups must be included. Creative thinking around the potential for mixed use (such as community / commercial / residential) must also be part of the evaluation process.

1.0	LAND	Lead Council Team(s)	External partners	Timeframe
1.1	Develop a simple set of evaluation criteria about the suitability of sites for social and affordable housing (such as location, proximity to services, transport, cost etc).	Social Planning, Strategic Planning	N/A	Immediate
1.2	Complete an audit of City of Ballarat owned land and assets to identify any potential sites that meet the criteria. (including but not limited to, existing facilities, surplus open space, caravan parks, unused road reserves).	Property and Facilities Management, Social Planning, Strategic Planning	N/A	Immediate
1.3	Complete an audit of appropriate State-owned land to identify any potential sites that meet the criteria.	Social Planning, Strategic Planning	State Government	Immediate
1.4	Complete an audit of community owned sites (e.g., churches, community groups) to identify land that is underutilised and meets the criteria.	Social Planning, Strategic Planning	Community Organisations	Immediate
1.5	Use the evaluation criteria to rate all identified sites, grouping sites from most feasible to least feasible and identifying possible delivery models for feasible sites, including the most effective role for City of Ballarat (e.g., advocate, supporter, investor, partner etc.) and possible pathways for delivery.	Social Planning, Strategic Planning, Property and Facilities Management	Community Housing Industry Association Victoria (CHIA)	Short
1.6	Identify locally active housing providers and present them with the results of land audit / evaluation process to explore partnership and project potential.	Social Planning	Community Housing Industry Association Victoria (CHIA)	Short

2.0 Policy and Planning

The state government drives planning provisions and systems to ensure a consistent approach across the state. There is, however, scope for local communities to work on 'place making' to ensure liveability, amenity, and community cohesion. There is no strictly defined role for local government in the provision of social and affordable housing – which provides all Local Governments with an opportunity to determine their own position.

2.0	POLICY AND PLANNING	Lead Council Team(s)	External partners	Timeframe
2.1	Progress development of the Ballarat Housing Strategy and identify areas most suitable for diverse dwelling types.	Strategic Planning	Department of Transport and Planning	Immediate
2.2	Develop and deploy a clear set of conditions under which City of Ballarat may consider the investment of land or capital for affordable housing outcomes, with acknowledgment that each site and/ or project will be considered on an individual basis.	Strategic Planning, Social Planning	Regional Development Victoria / Community Housing Providers, Central Highlands Homelessness Alliance, Real Estate Agents and Developers	Immediate / Ongoing
2.3	Identify opportunities to secure high quality affordable housing in strategic planning projects, including consideration of inclusionary zoning in a greenfield or urban renewal context, and provide clarity on how City of Ballarat requires developers to deliver social and affordable housing outcomes.	Strategic Planning	N/A	Short / Ongoing
2.4	Consult with the developer community to increase awareness of the impacts of the current housing crisis, and encourage developers to make provision for social and affordable housing within subdivisions to assist with potential opportunities for state and federal investment.	Social Planning, Development Facilitation	Developers, Community Housing Providers	Immediate / Ongoing
2.5	Once policy and planning provision changes are endorsed, conduct an information/ training program for staff across planning, customer service, asset management and community development departments within City of Ballarat to ensure there are consistent and clear messages regarding the roles of City of Ballarat and the operation of planning provisions.	Strategic Planning	N/A	Short
2.6	Explore the financial feasibility of a City of Ballarat Officer resource for a 2-year Housing Solutions Broker, which would fast track implementation of the plan and investigate possible affordable housing sites, negotiate with the State Government around the use of State-owned land for affordable housing. This would include connecting private landowners with affordable housing developers, and supporting and advocating for projects that meet locally identified needs.	Strategic Planning, Social Planning	N/A	Immediate

3.0 Community Engagement

One of the barriers facing the provision of further community housing is the stigma associated with social and affordable housing. There is much long-term work to be done to challenge stereotypes and celebrate housing diversity.

3.0	COMMUNITY ENGAGEMENT	Lead Council Team(s)	External partners	Timeframe
3.1	Design, develop and implement a community engagement campaign which will work to break down stereotypes and build understanding of the individuality of stories, to outline the problems associated with the housing crisis and the work involved in providing solutions, taking into consideration existing campaigns that can be leveraged. Ensure gender-inclusive and lived-experience engagement practices are employed in all engagement activities.	Social Planning	Community Housing Sector, Homelessness Service Providers, Community Housing Industry Association Victoria/Community leaders/ General community	Short
3.2	Where opportunities arise, deliver community information activities (e.g., forums/ social media etc.) that canvas innovation in areas such as cost-effective construction, carbon reduction in housing, housing diversity, response to climate change, and promote acceptance of local community housing projects.	Social Planning	Other Council teams and community organisations as required, Community Housing Industry Association Victoria/ Community leaders/ General community	Short/ Ongoing
3.3	Publish information on the Community Housing Sector and promote changes to legislation which support construction of small second dwellings.	Social Planning	Community Housing Sector, Community Housing Industry Association Victoria (CHIA)	Medium
3.4	Synthesise existing work and consult with the employer community to ascertain the extent of key worker housing shortages as required.	Economic Development, Tourism, Social Planning	Local businesses and organisations, Community Housing Industry Association Victoria (CHIA)	Short
3.5	Update and communicate City of Ballarat existing Homelessness and Affordable Housing Position Statements on a bi-annual basis to share key local data and evidence and to assist with advocacy for specific community needs.	Social Planning	Other Council teams and community service providers as required	Ongoing
3.6	Identify and distribute resources which support improved understanding of tenant rights, and awareness of local community health and inclusion support services for social and affordable housing residents.	Social Planning	Tenants Victoria, community organisations	Short

4.0 Partnerships

Councils can work as connectors to bring together stakeholders with a shared interest in positively shaping the local community and addressing the inequities that have arisen through the housing crisis.

4.0	PARTNERSHIPS	Lead Council Team(s)	External partners	Timeframe
4.1	Continue to work with Homes Victoria to ensure the link with State Government is geared towards building additional housing stock, and that additional housing commitments related to the Commonwealth Games are delivered within the Ballarat municipality.	Strategic Planning, Social Planning, Property and Facilities Management	State Government / Community Housing Providers / Developers	Immediate/ Ongoing
4.2	Continue to connect with community housing providers, Real estate agents, Builders, Community Housing Industry Association Victoria and developers to support an enabling / problem solving / collaborative working environment, and identifying opportunities to facilitate early communication for improved partnership outcomes.	Strategic Planning, Social Planning	Community Housing Providers, Developers, Real estate agents, Builders, Community Housing Industry Association Victoria	Ongoing
4.3	Support the work of local homelessness service providers through the Central Highlands Homelessness Alliance, increasing understanding of local issues and trends, supporting local advocacy campaigns, and supporting a 'Housing First' approach, (e.g. contributing to a local Zero project). Ensure stakeholders representing women and gender diverse individuals are included in any partnerships where possible.	Social Planning	Homelessness Service Providers, General community	Ongoing
4.4	Initiate and complete a memorandum of understanding (MOU) with Aboriginal Housing Victoria, local Aboriginal Controlled Organisations and Traditional Owner Groups to better assess the housing needs of local Aboriginal and Torres Strait Islander peoples, and to identified shared actions that will contribute to the goals of Mana-na -woorn-tyeen maar-takoort (Victorian Aboriginal Housing and Homelessness Framework). Consider the impacts of intersectionality and the needs of women and gender diverse individuals within any MOU developed where appropriate.	Social Planning, Community Inclusion	Aboriginal Housing Victoria, First Nations communities, BADAC, Traditional Owner groups	Short

5.0 Advocacy

Councils use their peak bodies to advocate across a myriad of issues affecting their communities. Housing is no different. The Municipal Association of Victoria (MAV) has extensive capacity to advocate on behalf of all municipalities and to connect with State Government on the key issues, particularly as they relate to regional areas.

5.0	ADVOCACY	Lead Council Team(s)	External partners	Timeframe
5.1	<p>Support the MAV to take the lead on advocating for significant structural/ policy reforms including:</p> <ul style="list-style-type: none"> • Improve the mechanisms for contributions from the development process to replace the unworkable, resource intensive and ineffective voluntary system. • Provision to ensure that the money from taxes and levies (such as Windfall Tax) that is generated locally, stays within the municipality. • Expand the overall state and federal expenditure on the urgent provision of significant additional new community housing stock. • Accelerate the process of renewal for existing public housing stock and promote the transfer of this stock to the community housing sector. • Engage with the community, particularly in regional areas, to demystify social housing, challenge stereotypes and celebrate housing diversity. • Engage with the community to identify and advocate for the diverse housing needs, including those of CALD communities. 	Strategic Planning, Social Planning	Municipal Association of Victoria and State Government / Other Councils	Immediate/ Ongoing
5.2	<p>Advocate for a diverse range of high-quality affordable housing projects (crisis, transitional and long-term), including those on identified state and community owned land, which meet the needs of identified priority groups within our community. This includes women and children experiencing family violence, First Nations communities, women over 50 years, people with mental health and/ or substance misuse issues, those experiencing chronic homelessness, young people, LGBTQIA+ communities, people from CALD backgrounds, people with disabilities, and those from socio-economically disadvantaged backgrounds.</p>	Social Planning	State and Federal Government / Community Housing, Service Providers / Developers, Philanthropic and charitable organisations/ Community leaders	Immediate/ Ongoing

6.0 Further Investigation

There are several areas for further investigation which have been identified to develop a clearer understanding of community needs and opportunities in relation to social and affordable housing. These investigations may lead to further actions to be added to future iterations of the Plan.

6.0	FURTHER INVESTIGATION	Lead Council Team(s)	External partners	Timeframe
6.1	Initiate and complete an investigative process to identify the housing needs of older, low-income residents (with a particular focus on women) and assess the viability and suitability of establishing a Home Share program in the municipality.	Social Planning, Ageing Well	Housing Support Services / Neighbouring Councils	Short
6.2	Identify and communicate data relating to short stay accommodation, including the effects on housing affordability.	Social Planning, Economic Development, Tourism	N/A	Short
6.3	Investigate the social impacts of differing allocations of social and affordable housing within broader developments.	Social Planning	N/A	Immediate
6.4	Identify and communicate data to help enumerate and understand the scale of vacant residential properties.	Social Planning	N/A	Short
6.5	Consider and scope opportunities to apply for funding for affordable housing projects as they arise, including streams such as the Regional Housing Fund.	Strategic Planning, Social Planning, Property and Facilities Management	Dependant on funding stream	Ongoing
6.6	Advocate for homes that specifically meet the needs of young people who have experienced trauma and young people with complex needs. Provision of housing should be paired with the delivery of ongoing, long-term and targeted support.	Social Planning, Youth Services	Homelessness and Youth Service Providers	Ongoing
6.7	Advocate for safe, stable and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women.	Social Planning	Homelessness and family violence support services, alliances and committees	Ongoing
6.8	Advocate to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.	Social Planning	State Government	Short
6.9	Consider the feasibility and implications to both Council and community of alternative housing models, innovative solutions, and community led initiatives including cohousing, Build to Rent, 3D printing, and others as required.	Social Planning, Strategic Planning, Statutory Planning	N/A	Ongoing
6.10	Consider opportunities through the review of the Community Local Law 2017 to support those experiencing housing crisis, including clauses related to camping and caravan parks.	Regulatory Services, Social Planning	N/A	Short
6.11	Explore opportunities to support registered Community Housing Providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees, (i.e. planning or engineering fees), and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.	Statutory Planning, Strategic Planning, Social Planning.	N/A	Medium

Glossary

Diverse housing

Refers to a broad range of dwelling types (size, style and tenure type) within a neighbourhood or developments.

Social housing

A subset of affordable housing, typically referring to housing that is owned by government or a not-for-profit organisation (including but not limited to Housing Associations or Housing Providers which are collectively referred to as 'Registered Housing Agencies') and made available at affordable rents for eligible households. In Social Housing, rent is generally set at no more than 30% of gross household income.

Affordable housing

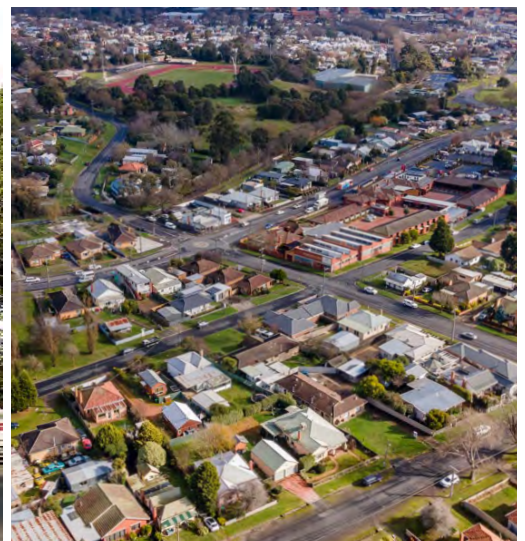
Housing that is appropriate for very low, low and moderate income households (as defined in the Planning and Environment Act 1987 Section 3AB Order in Council), with households still able to meet other essential basic living costs after rent or mortgage payments. [Income brackets can be viewed here.](#)

Developer

A company or individual that purchases land, and constructs properties on that land.

Community Housing Sector

Not-for-profit organisations that manage Social and Affordable Housing. Community Housing Organisations include but are not limited to Registered Housing Agencies.





The Phoenix | 25 Armstrong Street South, Ballarat, VIC 3350
City of Ballarat | PO Box 655, Ballarat, VIC, 3353

☎ 03 5320 5500 🌐 ballarat.vic.gov.au

July 2024

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Draft Social and Affordable Housing Action Plan

CONSULTATION REPORT

HEALTH & SOCIAL PLANNING TEAM | hsplanning@ballarat.vic.gov.au

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Overview and methodology

The Draft Social and Affordable Housing Action Plan has been developed to identify the ways that the City of Ballarat could contribute to social and affordable housing outcomes, with a focus on facilitation and advocacy to address community needs.

Consultation and community engagement for the City of Ballarat Draft Social and Affordable Housing Action Plan was undertaken between 20th May and 16th June. Overall, there was significant support for the Action Plan, and through the consultation process, additional opportunities to strengthen the Plan were identified. Summaries of key themes that resulted from consultation exercises, including changes to be made to the draft Action Plan as a result of feedback and suggestions, have all been considered and amendments have been made to the Action Plan to reflect this, as outlined throughout the report.

Key consultation exercises included the following:

- Online consultation via the mySay survey
- Social media post on Ballarat Council's Facebook page promoting the mySay page.
- Distributed information on the Action Plan and consultation opportunities to a wide range of stakeholders, including local community service organisations, homelessness service providers, organisations and networks working in the family violence sector, peak bodies relevant to social and affordable housing,
- Email submissions received
- Two consultation sessions attended by developers, Community Housing Providers, landowners, and other organisations, in collaboration with Housing Strategy and Growth Area Plan Framework consultation.
- In-person consultation with advisory groups (including the Homelessness Advisory Reference Committee and the City of Ballarat Intercultural Advisory Committee)
- In-person consultation with Aboriginal Housing Victoria, Ballarat and District Aboriginal Co-operative and Catholic Care Housing Victoria.
- Three drop-in sessions (27th May at Phoenix Building, 4th June at Barkly Square, 13th June at Sebastopol Library)
- Officer attendance at the Central Highlands Homelessness Alliance (CHHA) annual forum during which feedback points were provided for consideration.

A review of demographics captured through the mySay online survey, along with input from various advisory committees, service providers, and other stakeholders, indicates that a broad cross-section of the community either involved in or impacted by social and affordable housing has been consulted with more than 200 people or organisations providing feedback. However,

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there are several cohorts within the community who are disproportionately impacted by issues relating to social and affordable housing who were revealed to be somewhat underrepresented in some parts of the consultation process. For example, professionals working directly with young people in the community provided feedback on the Action Plan, although the voices of young people themselves were underrepresented. The survey was shared with several youth advisory groups across Ballarat; however, take-up of the survey by young people aged 12-25 was limited. Survey results also show that only a small number of respondents identified as Culturally and Linguistically Diverse or First Nations. Although the City of Ballarat Intercultural Advisory Committee was consulted directly, it would be beneficial to ensure specific in-person consultation with the CALD communities within Ballarat in future consultation exercises. Additionally, despite direct consultation with Aboriginal Housing Victoria and BADAC, and the survey being shared for distribution to KEAG members, increased engagement with First Nations community members living in Ballarat is essential for future consultations and must be prioritized by officers leading the engagement.

Advisory committees and local service providers

Homelessness Advocacy and Reference Committee (HARC)

Consultation

The Homelessness Advocacy and Reference Committee (HARC) is a reference committee operated by 10 current and previous clients of the Uniting Street 2 Home Program. By listening to the voices of people who have experienced homelessness and rough sleeping, the Committee offers advice to service providers and organisations who are working to improve housing outcomes across the city. The Committee also identifies innovative ideas to address the housing crisis and make a difference to those experiencing homelessness.

A Council officer attended the HARC meeting on the 24 May 2024 to discuss the Social and Affordable Housing Action Plan and gather feedback from the Committee.

The following key themes were drawn from the discussion:

- **Need for More Housing:** The committee emphasised the urgent need for additional housing options, suggesting actions such as Council buying land, utilising existing land for housing projects, and building more houses on these properties.
- **Roles of different levels of Government:** While housing primarily falls under the state government's jurisdiction, there's a call for the Council to actively support housing initiatives, potentially through long-term leases on council land for housing purposes.

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- **Focus on Transitional Housing:** Given concerns about the closure of transitional housing facilities like Reid's Guest House, the committee urged for a focus on transitional housing within the action plan, including advocacy and partnership efforts to address this gap. One suggestion was to use transportable or movable homes on available land as a quick solution to address the loss of housing resulting from closures like Reid's Guest House.
- **Addressing Vacant State Government Properties:** The Committee believes that there is a need for the Council to identify and advocate for the use of vacant state government social housing properties to accommodate homeless individuals, potentially through partnerships or pressure on the state government.
- **Improving Existing Housing Stock:** The committee highlighted the importance of improving the quality of existing social housing to enhance residents' quality of life, including better service connections and community engagement initiatives. It was noted that while local governments might not be responsible for building the housing, there may be things that can be done to support the wellbeing of residents.
- **Collaboration with Local Partners:** Collaborating with organisations like Rotary, Ballarat Foundation and other community groups could help achieve community strengthening outcomes for individuals living in social and affordable housing.
- **Inclusionary Zoning and Developer Contributions:** Supporting inclusionary zoning and encouraging developers to contribute to social and affordable housing projects were endorsed as strategies to increase housing availability.
- **Establishing a 24/7 Safe Space:** Creating a safe space in the CBD where individuals in need can access support and resources could help alleviate homelessness and provide essential assistance was an idea presented by one of the members of the group.
- **Council's Active Role:** Overall, the committee stressed the importance of the Council taking an active role in supporting community members, focusing on health and well-being outcomes within its jurisdiction.

Consultation indicated support for the following actions and principles:

- Land (Actions 1.2, 1.3,1.4,1.5)
- Policy and Planning (Actions 2.2, 2.3)
- Advocacy & Further investigation (Actions) 5.1, 5.2, 5.6
- Action Plan Principles 2 and 3.

Additional or strengthened actions resulting from this consultation included:

- 3.0 Community Engagement: Add a new action (3.6) – Identify and distribute existing resources which support improved understanding of tenant rights, and awareness of

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local community health and inclusion support services for social and affordable housing residents.

- 5.0 Advocacy and Further Investigation: Add a new action – 5.10 Advocate to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.
- 5.0 Advocacy and Further Investigation: (Action 5.2) Amend action to also mention support for crisis and transitional housing projects.

Central Highlands Homelessness Alliance Annual Forum

The Central Highlands Homelessness Alliance (CHHA) held their annual forum on 6 June 2024. Two Council officers attended this forum. There were approximately 50 people representing organisations and service providers, or with lived experience in attendance at the forum. This provided an opportunity to listen to those delivering homelessness services across the Central Highlands region and ensure that relevant priorities are reflected in the Social and Affordable Housing Action Plan. Representatives from organisations providing services to women experiencing family and gender-based violence were also in attendance at the Forum.

Consultation indicated support for the following actions and principles:

- Land (Actions 1.1-1.6)
- Policy and Planning (Actions 2.3-2.4)
- Partnerships (4.1, 4.2, 4.3)
- Advocacy & Further investigation (5.1, 5.2, 5.6, 5.7)
- Action Plan Principles 2 and 3

Additional or strengthened actions resulting from this consultation included:

- 3.0 Community Engagement (Action 3.1): Amend to reflect that community engagement campaigns should work to break down stereotypes and build understanding of the individuality of each person's experience of homelessness, and all engagement activities should include the voices of people with lived experience.
- 4.0 Partnerships (Action 4.2): Add reference to real estate agents.
- 4.0 Partnerships (Action 4.3): Add supporting local advocacy campaigns.
- 5.0 Advocacy & Further investigations (Action 5.2): Could be split and have two additional actions included to ensure that there are specific advocacy actions focused on additional accommodation for women escaping violence and young people, with accompanying wrap-around support services. Suggested additions:

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- Advocate for homes that specifically meet the needs of young people who have experienced trauma and young people with complex needs. Provision of housing should be paired with the delivery of ongoing, long-term and targeted support.
- Advocate for safe, stable and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women.

Intercultural Advisory Committee (IAC) Consultation

A Council officer attended the City of Ballarat's Intercultural Advisory Committee (IAC) meeting on 11th June 2024 with 10 attendees. One of the key objectives of the IAC is to provide a point of contact for Council to consult and be advised by Culturally and Linguistically Diverse (CALD) communities.

All City of Ballarat Advisory Committees were approached for the opportunity to contribute to the consultation; however this was unable to be facilitated within the consultation period. The link to the mySay online consultation was shared with coordinators of all advisory committees for distribution amongst committee members.

The following key themes were drawn from the consultation:

- Examples given of specific challenges being faced by communities within Ballarat
- Affordability Issues: cost of living, many unable to afford appropriately sized and located accommodation.
- Temporary and overcrowded housing: students and families unable to find appropriate housing, resulting in overcrowding or living in unsuitable accommodation, including hotels and multiple families living together in one home.
- Rental market barriers: lack of rental history, experiencing discrimination from property agents and landlords, and sub-standard housing conditions, due to being unable to afford other options, or not having an understanding of rights of tenants,
- Diverse needs within housing: recognising that different households may have specific requirements and living arrangements beyond the ABS definition "household."
- Ongoing data insights: noted the importance of keeping up to date with local data, demographics of those accessing homelessness and housing services, and consulting with communities

Consultation indicated support for the following actions and principles:

- 2.0 Policy and Planning (Action 2.3)
- 3.0 Community Engagement (Actions 3.1, 3.4,)
- 4.0 Partnerships (Actions 4.1, 4.2, 4.3)

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- 5.0 Advocacy and Further Investigation (Actions 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7)

Additional or strengthened actions resulting from this consultation included:

- 4.0 Partnerships (Action 4.2): Add reference to real estate agents.
- 3.0 Community Engagement: Add new action - Update and communicate City of Ballarat existing Homelessness and Affordable Housing Position Statements on a bi-annual basis to share key local data and evidence and to assist with advocacy for specific community needs. (3.5)
- 5.0 Advocacy & Further investigation (Action 5.1) Add point to this action relating to supporting MAV (Municipal Association of Victoria) taking the lead in advocacy, including engaging with communities to identify and advocate for diverse housing needs, including the needs of CALD communities in relation to housing.

Community Housing Providers

Submission from Community Housing Industry Association Victoria

The Community Housing Industry Association Victoria (CHIA Vic) is the peak body for community housing in Victoria. CHIA Vic provided a submission to the consultation, outlining support for the development of the Action Plan, and providing feedback and suggestions.

The following key themes were drawn from the submission:

Submission indicated support for the following actions and principles:

- 1.0 Land (Actions 1.1, 1.2, 1.3, 1.4, 1.5, 1.6)
- 2.0 Policy and Planning (Actions 2.4, 2.6)
- 3.0 Community Engagement (Action 3.1-3.4)
- 4.0 Partnerships (Action 4.1, 4.2, 4.4)
- 5.0 Advocacy and Further Investigation (Action 5.2)

Additional information for consideration within the submission:

- CHIA has developed resources in partnership with MAV which explore options for delivering affordable housing on Council land.
- Council could provide support to Community Housing Organisations in undertaking community engagement activities for new housing projects.
- CHIA is commencing a project exploring models for key worker housing and could offer opportunities to progress actions in this area.

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- Council could consider amendments to reflect and support Mana-na worn-tyeen maartakoot in the Action Plan.
- Community Housing Organisations are ideal partners as they provide safe, secure, and affordable homes for people on low incomes, have experience and work within a regulated environment, support people on the VHR, can access a range of funding opportunities.

Feedback from individual community housing providers- Catholic Care Housing Victoria and Haven Home Safe

The following key themes were drawn from the discussions and submissions:

Submissions indicated support for the following actions and principles:

- 1.0 Land (Actions 1.1-1.5)
- 2.0 Policy and Planning (Actions 2.3, 2.4, 2.6)
- 3.0 Community Engagement (Action 3.1, 3.3)
- 4.0 Partnerships (Action 4.2)
- 5.0 Advocacy and Further Investigation (Actions 5.1, 5.2)

Additional information for consideration within the discussion and submission:

- Difficulties are currently being experienced related to funding certainty both in securing funding and timing, leading to challenges in holding land and getting builder to commit to quotes. This can make it difficult to work with the private sector due to the need for shovel ready projects and developers needing timely funding.
- Government funding for projects is complex and often requires Housing Associations to establish financial feasibility, which can be challenging. Would like to see Council advocating for more straightforward and predictable government funding.
- processes to help HAs establish financial feasibility more easily.
- Currently community housing organisations are building in groups due to land value and ability to service properties.
- Considering the opportunities to explore hidden density and increased tenure-blind housing.
- Would like the establishment of a planning concierge for quicker and easier project approvals to be considered.

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- Assess the feasibility of providing rate reductions or concessional rates and for waving planning application fees for community housing properties to support their operations and development.
- Would be open to taking part in meetings where Housing providers can speak to developers about potential collaborations and support.
- The importance of a unified community response and support for housing outcomes is highlighted, stressing the need for everyone to work together.

Feedback from Aboriginal and Torres Strait Islander community and social housing representatives – BADAC and Aboriginal Housing Victoria

The following key themes were drawn from the discussions and submissions:

Consultation indicated support for the following actions and principles within the Plan:

- Principles 1,2,3 and 4
- 1.0 Land (Actions 1.1-1.6)
- 2.0 Policy and Planning (Actions 2.4, 2.6)
- 3.0 Community Engagement (Action 3.1, 3.2)
- 4.0 Partnerships (Action 4.1, 4.2, 4.4 – with amendments)
- 5.0 Advocacy and Further Investigation (Action 5.2)

Additional information for consideration within the discussion and submission:

- Feedback from local First Nations community members that they want Aboriginal specific housing that encompasses a sense of community and land, and support growing old amongst community.
- Getting the design concepts around this right is important i.e.. Urban design: First step in urban planning for Aboriginal housing is creating the landscape, then songlines and then the dwellings, to suit and reflect how community interacts and supports each other.
- Need for holistic approach when developing housing (consider how health, wellbeing, connection etc is being supported)
- Perspective is that social housing should be aspirational to support people to progress through to other options if they like, with options such as a right to buy.

Additional or strengthened actions resulting from consultations with Community Housing Providers included:

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- 5.0 Advocacy and Further Investigation: Add action: Explore opportunities to support registered Community Housing Providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees, (i.e. planning or engineering fees), and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.
- Add 'Community Housing Industry of Victoria (CHIA) as an external partner for actions 1.5, 1.6, 3.1, 3.2, 3.3, 3.4 and 4.2.
- 3.0 Community Engagement (Action 3.2) Amend to include 'support community information activities that..... promote acceptance of local community housing projects.'
- Amend Action 4.4 to refer directly to Mana-na -woorn-tyeen maar-takoort: The Aboriginal Housing and Homelessness Framework, acknowledge the importance of self-determination, and to include Aboriginal Community Controlled Organisations and Traditional Owners.
- Update glossary - add within Social Housing definition - (which includes but is not limited to....'Housing Associations...'), and update Community Housing Sector definition to read: 'Not-for-profit organisations that manage social and affordable housing....'

Development Community

Developer Workshops

Two workshops were held with developers undertaking work in the Ballarat region on 13th and 14th May 2024, as part of the broader engagement and consultation being undertaken for the City of Ballarat's [Growth Areas Framework Plan Consultation](#) and the draft updates to the [Ballarat Housing Strategy](#). The workshops were attended by 44 developers, Community Housing Providers, landowners, organisations such as Grampians Health, and other interested parties. Presentations were given on each of the updated plans/ strategies, including the draft Social and Affordable Housing Action Plan. Breakout sessions were then facilitated by City of Ballarat staff, centered around discussion questions to gain feedback on the strategies and plans.

The following question relating to the Social and Affordable Housing Action Plan was posed to guide the conversation relating to the Social and Affordable Housing Action Plan; "Aside from funding (which may be available from State and Federal governments), what could incentivise, or what mechanisms could Council use to encourage developers to provide more social and affordable housing?" Attendees were also directed to the Action Plan's online mySay webpage and provided with officers' contact details to provide more detailed feedback.

The following key themes were drawn from the workshop discussions:

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- The need for increased supply of diverse residential properties.
- Investigation of surplus land for use, that is well placed with access to services.
- Mandating affordable housing (both for and against)
- Lack of consistency in defining and delivering 'affordable housing', and the challenges this brings.
- The need to challenge stigma and community perceptions around social and affordable housing.
- Roadblocks faced in administration, fees, and application processes.
- The need for better partnerships and communication between Council and stakeholders, including the need for a resourced conduit focusing on affordable within City of Ballarat.
- The need for a focus on placemaking, and considering the 'bigger picture,' how this relates to services and the broader community.
- The need for quality standards when delivering social and affordable housing to ensure developments are of a suitable standard, something people can be proud to live in.
- The need for incentives for developers (primarily financial/ tax)

Consultation indicated support for the following actions and principles:

- Principle 2
- 1.0 Land (Actions 1.1, 1.2, 1.3, 1.4, 1.6)
- 2.0 Policy and Planning (Actions 2.1, 2.2, 2.3, 2.4, 2.6)
- 3.0 Community Engagement (Action 3.1)
- 4.0 Partnerships (Action 4.2)
- 5.0 Advocacy and Further Investigation (Action 5.2)

Additional or strengthened actions resulting from this consultation included:

- 5.0 Advocacy and Further Investigation: Add action: Explore opportunities to support registered Community Housing Providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees, (i.e. planning or engineering fees), and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.
- 4.0 Partnerships: Add a new action – 4.4 Identify opportunities to work with local partners to strengthen community support, connection, and development for residents of social and affordable housing.

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Developer Email Submissions

Email submissions were received from Dennis Family Corporation and Urbis (on behalf of APD Projects).

Key themes from the submissions include:

- Broadly supportive of the Action Plan's emphasis on advocacy and facilitation to improve the stock of affordable and social housing within the city.
- The need for all levels of coordinated policy action from all levels of government.
- Concerns that Council may seek to require or mandate social and/or affordable housing outcomes, either through inclusionary zoning, setting aside of land or other mechanisms.
- The need for timely rezoning of greenfield land and seeking further mention within the Plan of the role that greenfield areas can play in the provision of affordable housing.
- Suggestion of additional action relating to incentives and opportunities with a focus on greenfield land and assets.
- Council should work facilitatively with developers and other housing providers to achieve affordable housing outcomes within the legislative frameworks available to them.
- Reference to previous submissions re: City of Ballarat addressing social and affordable housing within the City of Ballarat Housing Strategy
- The importance of ensuring development projects remain viable and can be delivered to market.
- Specific feedback relating to the Ballarat North PSP (Precinct Structure Plan) and Ballarat Growth Areas Framework Plan, and opportunities to diversify housing stock and additional measures to be considered such as Build to Rent arrangements.
- The need for additional funding, subsidy concessions or incentives in addition to land use and planning mechanisms (i.e.. Accelerated approval pathways, additional development rights such as density bonuses, additional floorspace, parking waivers).
- Further clarity regarding how the proposed evaluation criteria for identifying suitable sites for affordable housing (Action 1.1), and by extension actions 1.5 and 2.2, relate to the planning framework.
- Suggested inclusion of assessment of housing needs for groups such as migrants and people with disabilities, relevant to actions 4.3 and 4.4
- Suggestion to add additional action to 4.0 to liaise with VPA, developers and affordable housing providers at initial stages of planning process to identify affordable housing opportunities and incentives, and an additional action relating to how Council will support and work with developers to ensure affordable housing is developed on key sites
- Suggestion that action 5.6 further clarifies how data on vacant properties will be communicated.

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Additional or strengthened actions resulting from this consultation included:

- 2.0 Policy and Planning: Add action ‘...offering a planning application concierge service to streamline and expedite delivery of social and affordable housing’ (2.7)
- 4.0 Partnerships (Action 4.2): Amend action to - Continue to connect with community housing providers, and real estate agents and developers to support an enabling / problem solving / collaborative working environment, identifying opportunities to facilitate early communication for improved partnership outcomes.
- 5.0 Advocacy and Further Investigations: Add action - Consider the feasibility and implications to both Council and community of alternative housing models, innovative solutions, and community led initiatives including cohousing, Build to Rent, 3D printing, and others as required.
- Addition of Principle 6 to ensure that specific needs within our community are identified: City of Ballarat will seek to advocate for the inclusion of voices that reflect the diversity of our community and recognise the value of lived experience perspectives when developing social and affordable housing outcomes.
- Feedback related to other Council strategies such as the Growth Areas Framework Plan and Housing Strategy will be forwarded on.

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General Community Feedback

Online consultation- mySay

An online survey was held between 20th May – 16th June 2024 ([Social and Affordable Housing Action Plan | MySay Ballarat](#)). In total, 87 individuals completed the online survey.

Respondent demographics

Demographics were captured via the standard City of Ballarat ‘Inclusion Questions’. Of the survey respondents, majority 62.07% were female, 33.33% were male, 2.3% were non-binary, and 3.45% elected not to respond to this question.

32.18% of respondents fell within the ‘36 to 45’ age bracket, making this the highest represented age group. Young people (12 to 15) were the lowest represented age group, followed by those ages 65+. A full breakdown of age demographics can be viewed below in Figure 3.

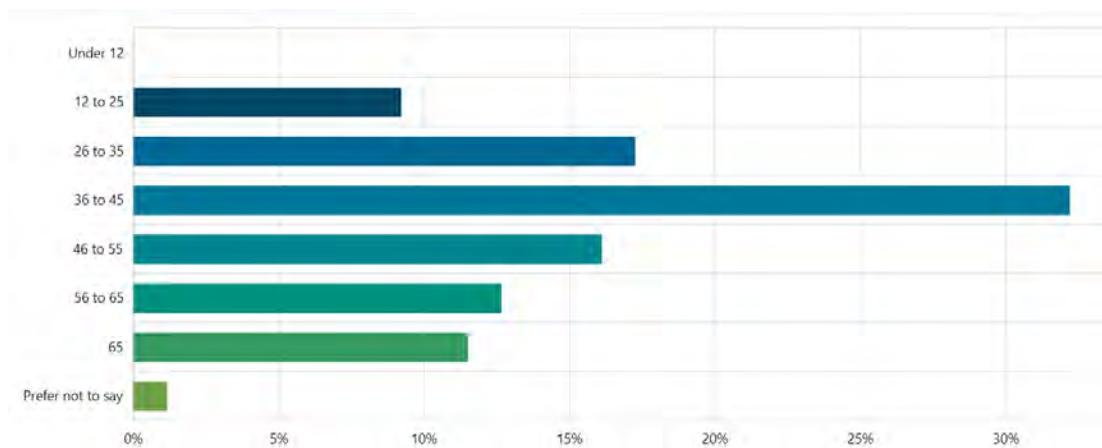


Figure 3- Age breakdown of mySay survey respondents

A question was also included to determine how many of the respondents identified as LGBTIQ+, First Nations, having a disability, Culturally and Linguistically Diverse, earning less than \$650 per week, or none of the above (with ‘prefer not to say’ option). Majority of respondents did not fall into any of the identified categories. First Nations individuals and Culturally and Linguistically Diverse communities were underrepresented in respondents.

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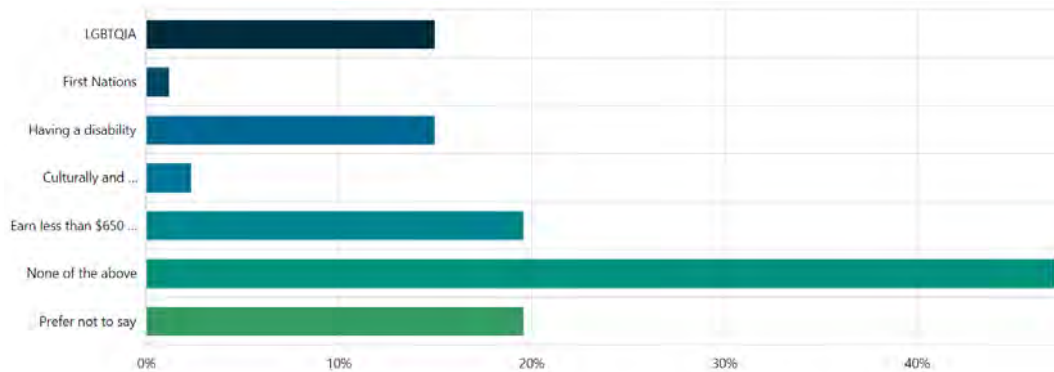


Figure 4- Breakdown of respondent responses to inclusion questions

The survey posed the following questions, and responses have been collated:

1. Do you support Council undertaking work in the space of Social and Affordable Housing?

Results indicate majority of survey respondents support City of Ballarat undertaking work in the space of Social and Affordable Housing (79.3%), whilst 9.2% indicated they do not support this, and 11.5% responded they were unsure.

Total respondents: 87

Results:

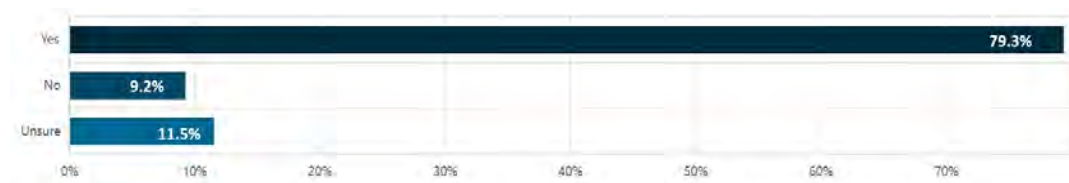


Figure 1- Results from mySay survey indicating respondents support of Council's work in Social and Affordable Housing

2. Please rank the intended outcomes of the Action Plan, based on how important you believe they are (select at least 3):

- a. Better housing diversity that suits community needs
- b. Increased affordable housing supply
- c. Greater State and Federal Government investment and leadership
- d. More effective partnership arrangements between Council and community housing providers and developers

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- e. Improved community support for affordable housing
- f. Established role for local government in the space as an advocate for residents

Results from this survey question outline the respondents’ prioritisation of identified outcomes of the Plan, with increased affordable housing supply being identified as the most important. These priorities will be reflected within the timing and prioritisation of actions within the Plan. Ranking order of the outcomes by importance is displayed below in Figure 2

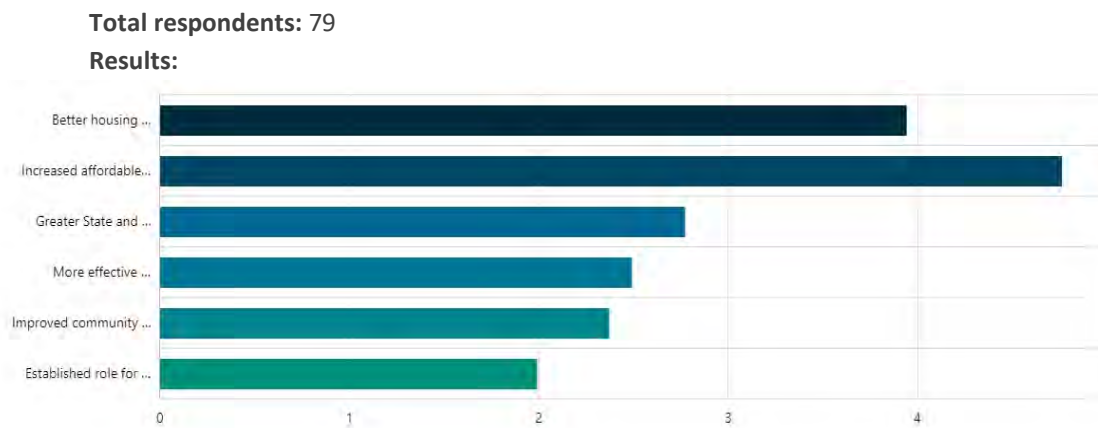


Figure 2- mySay survey results indicating respondents ranking of intended outcomes based on importance

- 3. Are there any actions you would like to provide specific feedback on?
and
- 4. Are there additional actions that you believe should be considered for inclusion in the Action Plan? If so, what are they?

(Note: Responses to question 3 and 4 tended to overlap and as such have been consolidated)

Responses indicated support for the following actions and principles:

- Principles 1,2,3 & 4: determining that social and affordable housing should be supported only in areas that have good access to public transport and services, are high quality, accessible and sustainable, mixed tenure for socially cohesive communities, and where there are appropriate support services in place for tenants.
- Support for developments on state, community and Council owned land (Actions 1.1-1.6).

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- Ensuring that there is ongoing engagement with community housing providers (Action 4.2).
- Advocating for mandatory mechanisms for contributions from the development process (Action 5.1).
- Gaining a more detailed understanding of the scale of vacant residential properties (Action 5.6).
- Advocating for affordable housing projects which meet local needs (Action 5.2).
- Consideration and communication of data related to short stay accommodation (Action 5.4).

Additional themes which were focused on new or amended actions that respondents wanted to see considered in the Plan included:

- Increased consultation with young people along with advocacy for increased accommodation options for young people.
- Advocacy to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.
- Advocacy and support for renters for renters, to both obtain and retain housing, particularly those from disadvantaged communities including youth, CALD, and Indigenous families.
- Advocacy for housing for those escaping family violence.
- Many responses said local government should not provide housing as it is a state and federal responsibility.
- The need to add mention of the requirement for additional crisis and transitional housing in addition to long-term social and affordable developments.
- A desire for Council to consider innovative and community-led solutions including co-housing initiatives, tiny homes and 3D printing of homes.
- Focus on promotion of the construction of smaller properties.
- Consideration of the ways in which Council could support reduced and simplified planning processes.
- One response indicated that they would like to see requirements for community contributions removed and advocacy to state government incentives for small investors, and another wanted to see innovative ways to manage population growth.
- Advocacy for those being exited out of mental health services into homelessness.
- Work to reduce stigma across our community regarding public and social housing to in turn reduce objections to projects.

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- There were some comments related to rezoning and subdivision, growth targets, opportunities for infill, maintaining historical identity, community understanding of neighbourhood character and possible density changes which are addressed within the Housing Strategy and Ballarat Growth Areas Framework Plan, or work that has already done considering the opportunities of shop-top housing.
- There were also comments which were related to State Government housing developments such as the Leawarra Crescent redevelopment which is outside of the remit of local government.

Responses indicated support for the following actions and principles:

- Overall advocacy for more social and affordable housing stock as is the overarching intention of Actions 2.3, 4.1, 4.2, 5.1 and 5.2, with the need for Council to advocate for the specific needs of its residents to State and Federal governments.
- Advocacy for improvements in planning system to support affordable housing outcomes as intended by Action 5.1.
- Advocacy for diverse (both small and large), well-located, efficient, and well-designed social and affordable housing which is accommodated within mixed tenure developments to spread social housing out as identified in Principles 1, 2 and 4.
- Advocacy for support services to be in place to ensure successful tenancies as identified in Principle 3.
- Advocacy for developments on available state, community and Council owned land as is the intention of Actions 1.1-1.6.

Additional themes which were focused on new or amended actions that respondents wanted to see Council advocate for included:

- Advocacy for renters and their rights, including those already living in social and affordable housing, and the need for community development support.
- Advocacy for more housing options for young people, those over 55, women escaping family violence, people with a disability.
- Work to dismantle stereotypes about those living in social and community housing.
- Advocacy to encourage more second dwellings on lots.
- Advocacy for improved public transport to support those living in social and affordable housing.
- Advocacy for community led solutions such as cohousing models.

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Other themes

- Council should instead focus on core business and support rate payers.
- The allowed length of stay in caravan parks should be reviewed.
- Changes to Council planning regulations and processes to enable community led solutions and faster processing times should be considered.
- Consider rates concessions for affordable housing.

5. Who else should Council be working with to ensure great social and affordable housing outcomes within our community?

Many of the suggestions mentioned in the responses to the survey are already highlighted within the Action Plan and are summarised as follows:

- State Government (Homes Victoria, Department of Transport and Planning, Regional Development Victoria) (Actions 1.3, 2.1, 2.2, 4.1, 5.1, 5.2).
- Homelessness service providers/Central Highlands Homelessness Alliance (Actions: 3.1, 4.3, 5.3)
- Local businesses and organisations (Actions 3.4)
- Property developers (Actions 2.2, 2.4, 4.1, 4.2)
- Community Housing providers (Actions 2.4, 3.1, 3.3, 4.1, 4.2, 5.2)
- Community organisations (Actions 1.4, 3.2)

Additional partners that were suggested included:

- Department of Families, Fairness and Housing
- General community and community leaders
- REIV and local real estate agents/landlords
- Builders
- Philanthropic and charitable organisations

A quick poll was also added to the page, asking, “Do you support the City of Ballarat's Social and Affordable Housing Action Plan?”

- 23 people responded **yes** (70%)
- 10 people responded **no** (30%)

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Additional or strengthened actions resulting from online consultation included:

- 5.0 Advocacy and Further Investigation- New Action: Consider opportunities through the review of the Community Local Law 2017 to support those experiencing housing crisis, including clauses related to camping and caravan parks.
- 5.0 Advocacy and Further Investigation- New Action: Advocate to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.
- 5.0 Advocacy and Further Investigation- New Action: Consider the feasibility and implications to both Council and community of alternative housing models, innovative solutions, and community led initiatives including cohousing, Build to Rent, 3D printing, and others as required.
- 5.0 Advocacy and Further Investigation: (Action 5.2) Amend action to also mention support for crisis and transitional housing projects.
- 5.0 Advocacy and Further Investigation: Add action: Explore opportunities to support registered Community Housing Providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees, (i.e. planning or engineering fees), and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.
- 3.0 Community Engagement (Action 3.1): Amend to reflect that community engagement campaigns should work to break down stereotypes and build understanding of the individuality of each person's experience of homelessness, and all engagement activities should include the voices of people with lived experience.
- 3.0 Community Engagement: Add new action – Identify and distribute existing resources which support improved understanding of tenant rights, and awareness of local community health and inclusion support service for social and affordable housing residents.
- 5.0 Advocacy and Further Investigation: Add new Action - Advocate for safe, stable, and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women. (5.9)
- 3.0 Community Engagement: Addition of new action - Update and communicate City of Ballarat existing Homelessness and Affordable Housing Position Statements on a bi-annual basis to share key local data and evidence and to assist with advocacy for specific community needs.
- 5.0 Advocacy and Further Investigation: Add new Action - Advocate for homes that specifically meet the needs of young people who have experienced trauma and young people with complex needs. Provision of housing should be paired with the delivery of ongoing, long-term, and targeted support.

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- 3.0 Community Engagement: Amend action 3.3 - Support increased awareness of existing opportunities by publishing information on the Community Housing Sector and promoting changes to legislation which support construction of small second dwellings.
- Add 'general community' as an external partner to Actions 3.1, 3.2 and 4.3
- Add 'community leaders' as an external partner to Actions 3.1 and 5.2
- Add 'real estate agents and landlords' and 'builders' to Action 4.2.
- Add 'philanthropic and charitable organisations to Action 5.2

Drop-in sessions

Three drop-in sessions were held across Ballarat on the following dates:

- 27th May at Phoenix Building
- 4th June at Barkly Square
- 13th June at Sebastopol Library

In total, seven people attended these drop-in sessions. Themes from the feedback provided at these sessions have been combined and summarised below.

The following key themes were drawn from feedback at the sessions:

- Readability of the Action Plan as a document for the general community (use of technical language, assumption of base knowledge around social and affordable housing to be able to engage with the document)
- Concern about the lack of emergency and transitional housing.
- Making it possible for vacant properties to be used – both private and public tenancies. Advocating to State Governments to ensure that there are minimal vacancies within public housing properties as quite a few are vacant.
- Ensuring tenants of social and affordable housing have appropriate support services in place to ensure positive outcomes in maintaining their tenancies but also to support a cohesive neighbourhood and reduced stigma.
- Upskilling community members to assist them to maintain their housing, such as financial and budgeting skills.
- Concerns regarding the need to acknowledge heritage within areas that may see changes.
- The importance of high-quality materials being used in affordable housing options.
- The need for housing for women over 55 and those experiencing family violence.
- Difficulties for vulnerable people accessing housing (including those from migrant and refugee backgrounds) in accessing private rental properties due to discrimination and barriers relating to identification documents.

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- Lack of accessibility for those with disabilities who have accessibility requirements and experience resistance when seeking to make modifications to rental properties
- Stigma around those receiving Centrelink payments applying for private rentals
- The need for smaller housing options across the spectrum of housing, including social housing and private houses on the market. Suggestions of 'tiny housing' projects in collaboration with local training organisations to alleviate immediate need for transitional properties, particularly for young people.
- The importance of having on-site supports when placing many people together in housing.
- The need for more one-bedroom houses, and suggestions of potential sites for development consideration

Attendees indicated support for the following actions and principles within the Plan:

- 2.0 Policy and Planning (Action 2.1)
- 3.0 Community Engagement (Action 3.1)
- 4.0 Partnerships (Action 4.2)
- 5.0 Advocacy and Further Investigation (Actions 5.1, 5.2, 5.3, 5.4, 5.5, 5.6)

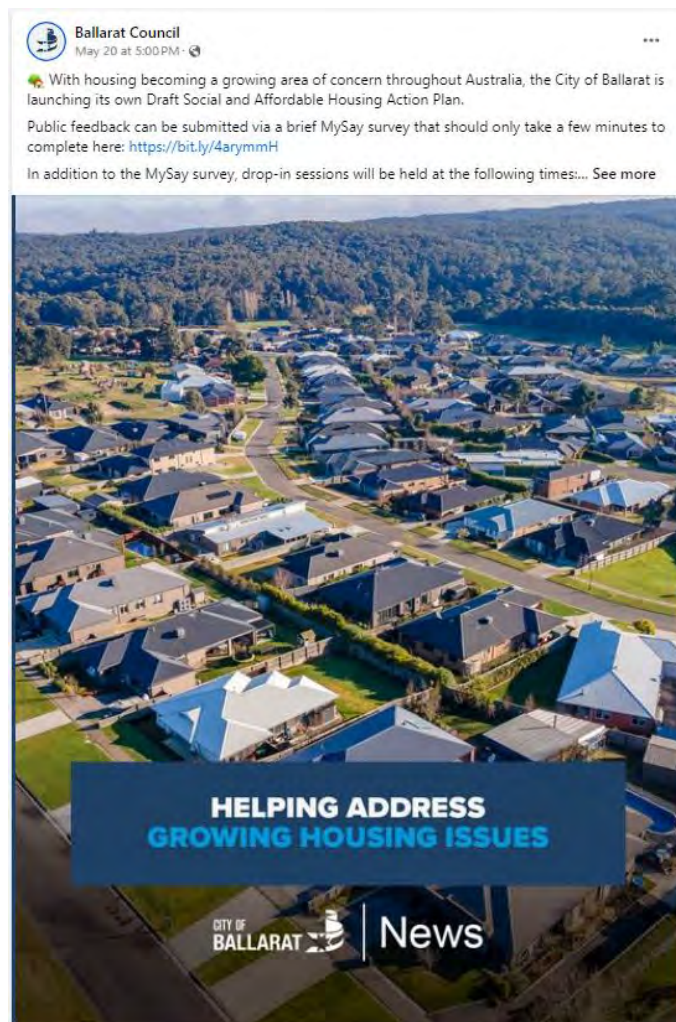
Additional or strengthened actions resulting from this consultation included:

- A plain language version of the Social and Affordable Action Plan will be developed and distributed alongside the original document once a final version is adopted.
- 5.0 Advocacy and Further Investigation: Add new Action - Advocate for safe, stable, and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women. (Action 5.9)
- 2.0 Policy and Planning (Action 2.3) Rephrase to "Identify opportunities to secure high quality affordable housing in strategic planning projects..."
- 4.0 Partnerships (Action 4.2): Add reference to real estate agents.
- 5.0 Advocacy & Further Investigation (Action 5.2) Rephrased to - "advocate for a diverse range of high-quality affordable housing projects... which meet the needs of identified priority groups within our community."

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Social Media

A Facebook post was shared on the Ballarat Council Facebook page on 20th May 2024 promoting a link to the mySay webpage. The post received 18 likes, 17 comments, and 8 shares.



Key themes from relevant comments include:

- Ensuring social housing is dispersed throughout the city, as opposed to being placed all together.
- Importance of services and infrastructure (such as roads) being upgraded and maintained in areas where new housing is being established.
- More 1- and 2-bedroom units.

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- More housing for residents over 55 years of age.
- Importance of ensuring appropriate mix of residents due to amenity concerns.
- Desire for Council to focus on ‘roads, rates and rubbish’
- Feedback indicated support for the following actions and principles within the Plan: Principles 1, 2 and 4, and Actions 2.1, 5.2 and 5.3.

Additional or strengthened actions resulting from this consultation included:

- 5.0 Advocacy & Further Investigation (Action 5.2): Rephrased to - “advocate for a diverse range of high-quality affordable housing projects... which meet the needs of identified priority groups within our community.”

Summary of changes

Amendments to Actions

Action	Amended version (changes highlighted)	Source of feedback
2.3	Identify opportunities to secure high quality affordable housing in strategic planning projects, including consideration of inclusionary zoning in a greenfield or urban renewal context, and provide clarity on how City of Ballarat requires developers to deliver social and affordable housing outcomes.	General community
3.1	Design, develop and implement a community engagement campaign which will work to break down stereotypes and build understanding of the individuality of stories , outline the problems associated with the housing crisis and the work involved in providing solutions, taking into consideration existing campaigns that can be leveraged. Ensure gender-inclusive and lived-experience engagement practices are employed in all engagement activities.	Central Highlands Homelessness Alliance, General community
3.2	Where opportunities arise, deliver and/or support community information activities (e.g., forums/ social media etc.) that canvas innovation in areas such as cost-effective construction, carbon reduction in housing, housing diversity, response to climate change, and promote acceptance of local community housing projects.	Community Housing Industry Association
3.3	Publish information on the Community Housing Sector and promote changes to legislation which support construction of small second dwellings.	General Community
4.2	Continue to connect with community housing providers, and real estate agents, builders, and developers to support an enabling/	Central Highlands Homelessness

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	<p>problem solving / collaborative working environment, identifying opportunities to facilitate early communication for improved partnership outcomes.</p>	<p>Alliance, Intercultural Advisory Committee, Developers, Community Housing Providers, General community</p>
4.3	<p>Support the work of local homelessness service providers through the Central Highlands Homelessness Alliance, increasing understanding of local issues and trends, supporting local advocacy campaigns, contributing to the local 'Zero' project, and supporting a 'Housing First' approach, which recognises that people are unable to address other complex issues without access to stable and secure accommodation. Ensure stakeholders representing women and gender diverse individuals are included in any partnerships where possible.</p>	<p>Central Highlands Homelessness Alliance</p>
4.4	<p>Initiate and complete a memorandum of understanding (MOU) with Aboriginal Housing Victoria, local Aboriginal Controlled Organisations and Traditional Owner groups to better assess the housing needs of local Aboriginal and Torres Strait Islander peoples, and to identify shared actions that will contribute to the goals of Mana-na -woorn-tyeen maar-takoort (Victorian Aboriginal Housing and Homelessness Framework). Consider the impacts of intersectionality and the needs of women and gender diverse individuals within any MOU developed where appropriate.</p>	<p>Aboriginal Housing Victoria, Ballarat and District Aboriginal Cooperative, Community Housing Industry Association (CHIA).</p>
5.1	<p>Support the MAV to take the lead on advocating for significant structural/ policy reforms including:</p> <ul style="list-style-type: none"> • Improve the mechanisms for contributions from the development process to replace the unworkable, resource intensive and ineffective voluntary system. • Provision to ensure that the money from taxes and levies (such as Windfall Tax) that is generated locally, stays within the municipality. • Expand the overall state and federal expenditure on the urgent provision of significant additional new community housing stock. 	<p>Intercultural Advisory Committee</p>

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	<ul style="list-style-type: none"> Accelerate the process of renewal for existing public housing stock and promote the transfer of this stock to the community housing sector. Engage with the community, particularly in regional areas, to demystify social housing, challenge stereotypes and celebrate housing diversity. Engage with the community to identify and advocate for the diverse housing needs, including those of CALD communities. 	
5.2	<p>Advocate for a diverse range of high-quality affordable housing projects (crisis, transitional and long-term), including those on identified state and community owned land, which meet the needs of identified priority groups within our community. This includes women and children experiencing family violence, First Nations communities, women over 50 years, people with mental health and/ or substance misuse issues, those experiencing chronic homelessness, young people, LGBTQIA+ communities, people from CALD backgrounds, people with disabilities, and those from socio-economically disadvantaged backgrounds.</p>	Homelessness Advisory Reference Committee, General community

New Actions

Action	New Action	Source of feedback
3.5	Update and communicate City of Ballarat existing Homelessness and Affordable Housing Position Statements on a bi-annual basis to share key local data and evidence and to assist with advocacy for specific community needs.	Intercultural Advisory Committee, General community
3.6	Identify and distribute resources which support improved understanding of tenant rights, and awareness of local community health and inclusion support services for social and affordable housing residents.	Homelessness Advisory Reference Committee, General community
5.8	Advocate for homes that specifically meet the needs of young people who have experienced trauma and young people with complex needs. Provision of housing should be paired with the delivery of ongoing, long-term and targeted support.	Central Highlands Homelessness Alliance,

OFFICIAL: Sensitive

		General community
5.9	Advocate for safe, stable and supported housing options which respond to the needs of local women and children experiencing family violence and all forms of violence against women.	Central Highlands Homelessness Alliance, General community
5.10	Advocate to State Government to ensure that existing public housing stock is being utilised in the most efficient way, with appropriate service supports in place to ensure positive tenancies and neighbourhoods.	Homelessness Advisory Reference Committee, General community
6.X	Consider the feasibility and implications to both Council and community of alternative housing models, innovative solutions, and community led initiatives including cohousing, Build to Rent, 3D printing, and others as required.	Developers, General community
6.X	Consider opportunities through the review of the Community Local Law 2017 to support those experiencing housing crisis, including clauses related to camping and caravan parks.	General community
6.X	Explore opportunities to support registered Community Housing Providers and Associations to deliver social and affordable housing in Ballarat by considering the feasibility of concessional or reduced Council rates and fees, (i.e. planning or engineering fees), and offering a planning application concierge service to streamline and expedite delivery of social and affordable housing.	Community Housing Providers, CHIA, Developers, General community

Other changes to be made to Action Plan as a result of feedback:

- With several additional actions added it has been decided to split the theme 'Advocacy and Further Investigations' into separate parts. The Numbering of Actions will be amended to reflect this.
- Add to page 3, paragraph 2 outlining that additional data, statistics, and evidence regarding both affordable housing and homelessness have contributed to the development of the Action Plan, a snapshot of which is included in the Affordable Housing and Homelessness Position Statements available on Council's website.

OFFICIAL: Sensitive

- Add Principle 6- City of Ballarat will seek to advocate for the inclusion of voices that reflect the diversity of our community and recognise the value of lived experience perspectives when developing social and affordable housing outcomes.
- Add the following as external partners:
 - 'MAV' to Action 5.1
 - 'Philanthropic and charitable organisations' to 5.2
 - 'Community Housing Industry Association' to Actions 1.5, 1.6, 3.1, 3.2, 3.3, 3.4 and 4.2.
 - 'General community' to Actions 3.1, 3.2 and 4.3
 - 'Community leaders' to Actions 3.1 and 5.2
 - 'Real estate agents' and 'Builders' to Action 4.2.
- A plain language version of the Social and Affordable Action Plan will be developed and distributed alongside the original document once a final version is adopted.
- Update glossary - add within Social Housing definition - (which includes but is not limited to....'Housing Associations...),' and update Community Housing Sector definition to read: 'Not-for-profit organisations that manage social and affordable housing....'

Next steps

Feedback provided throughout the consultation phase of the City of Ballarat Draft Social and Affordable Housing Strategy has been used to inform the final draft of the Action Plan. Contributions provided throughout the consultation process have added more clarity to ensure the Action Plan meets our community's needs.

The final draft of the Action Plan will be presented to Council in July 2024. Should the Action Plan be adopted by Council, it will be made available on the mySay webpage and the City of Ballarat website for public access.

8.5. ART GALLERY OF BALLARAT BOARD APPOINTMENTS

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Louise Tegart – Director Art Gallery of Ballarat

PURPOSE

1. The purpose of this report is for Council to consider the Art Gallery of Ballarat board recommendation to re-appoint two board members whose two-year terms will come to conclusion on 30 August 2024.

BACKGROUND

2. Art Gallery of Ballarat board terms conclude on 30 August.
3. Art Gallery of Ballarat board terms were staggered in 12 month, 2 year and 3 year terms from 30 August 2022, so that not all terms would conclude at the same time.
4. Two board members, Lynne McLennan and Sally Basser, were appointed for 2 years from 30 August 2022 and are now due for consideration of renewal.
5. Under the board constitution, a Nominations Committee was formed to nominate new board members. The Committee considered the vacancies and recommended at their board meeting on 28 May 2024 to re-nominate the two board members.

KEY MATTERS

6. Both board members have agreed to continue on the board if their nomination is accepted by Council.
7. The new board is working effectively and both board members have made significant contributions over the last 12 months. Ms McLennan is the current Chair of the board.

OFFICER RECOMMENDATION

8. **That Council:**
 - 8.1 **Appoint Lynne McLennan and Sally Basser to the Art Gallery of Ballarat board for a three-year term, concluding 30 August 2027.**

ATTACHMENTS

1. Governance Review [8.5.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan- An environmentally sustainable future, A healthy, connected and inclusive community, A city that fosters sustainable growth, A city that conserves and enhances our natural and built assets, A strong and innovative economy and city, A council that provides leadership and advocates for its community
2. Community Vision 2031
3. Ballarat Prosperity Framework
4. Art Gallery of Ballarat Strategic Plan
5. Creative City Strategy
6. Creative Precinct Masterplan
7. Events Strategy
8. Traveller Experience Plan
9. Visitor Economy Strategy
10. Health and Wellbeing Plan 2021-2031
11. Financial Plan
12. Workforce Plan
13. Asset Plan

COMMUNITY IMPACT

14. A vibrant and effectively funded and managed Art Gallery is fundamentally important to every community and even more so to a city the size of Ballarat. The Council holds some responsibility for the arts and cultural prosperity for the local community and as the capital of Western Victoria, a significant regional population looks to the city as a leader in this sector. Therefore, it is important that the greatest outcome can be achieved from the available funding and resources.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

15. Nil

ECONOMIC SUSTAINABILITY IMPLICATIONS

16. The new board position descriptions clearly define the role of the Gallery board and will ensure that fundraising is part of their remit. A fundraising strategy is under development.
17. Long term financial stability of the Gallery including ethical management of bequests.

FINANCIAL IMPLICATIONS

18. Nil

LEGAL AND RISK CONSIDERATIONS

19. If positions not filled, there will not be a board quorum.

OFFICIAL

OFFICIAL

HUMAN RIGHTS CONSIDERATIONS

20. 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

21. N/a

GENDER EQUALITY ACT 2020

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

CONFLICTS OF INTEREST THAT HAVE ARISEN IN PREPARATION OF THE REPORT

23. 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

8.6. POST INTERNATIONAL TRAVEL FARO CONVENTION INTERNATIONAL CONFERENCE 2024

Division: Economy and Experience
Director: Martin Darcy
Author/Position: Susan Fayad – World Heritage and Regional Development Lead

PURPOSE

1. This briefing presents an overview of the travel to Porto, Portugal by Council officer Susan Fayad, World Heritage and Regional Development Lead. Susan travelled to Porto at the invitation of the UNESCO Chairs, TUDelft (Netherlands) and University of Porto (Portugal), as a keynote speaker at the Faro Convention International Conference (FCIC'24) from 29 January to 2 February 2024 at the University of Porto, Porto, Portugal.

BACKGROUND

2. Ballarat is leading a World Heritage bid for the Victorian Goldfields with the City of Greater Bendigo on behalf of fifteen local governments. In part, the success of the bid to date is a direct result of the key role Ballarat plays in advocating for the bid locally, nationally, and internationally.
3. Council officer Susan Fayad was invited to speak at the conference in her capacity as a local government practitioner to present on the Victorian Goldfields World Heritage bid and how participatory community engagement and UNESCO's recommendation on the Historic Urban Landscape (HUL) are being applied.
4. The costs for attendance at this event were covered by the UNESCO Chairs, TUDelft (Netherlands) and University of Porto (Portugal).

KEY MATTERS

5. The conference theme was 'Transforming through co-creation: participatory heritage practices tackling urban challenges'. The itinerary of events included:
 - Welcome reception with the Porto municipal government, UNESCO Chairs, and Europa Nostra.
 - Keynote talks by Gonçalo Canto Moniz, Ana Pereira Roders, and Susan Fayad
 - Presentations, practical workshops, and technical visits covering the key conference themes: Research, Education, and Practice.
6. Over 100 international participants learned about the Victorian Goldfields World Heritage bid. Several delegates operate at the World Heritage level and both during and after the conference have expressed their enthusiasm to see the Victorian Goldfields World Heritage nomination come forward.
7. The conference venue is part of Portugal's latest World Heritage serial listing nomination, the 'Ensemble of Álvaro Siza's Architecture World in Portugal', which had just been submitted to UNESCO. Susan met with Portugal's World Heritage bid team and was both surprised and excited to see that Ballarat's 'HUL' community engagement tools have been applied in Portugal's World Heritage nomination. Susan

was able to learn how Ballarat's approach, along with a values assessment approach (Roders), have helped Portugal to address more stringent engagement requirements recently put in place for World Heritage. The lessons from Portugal have been tested with the Victorian Goldfields World Heritage Project Working Group and are now being applied to the Victorian Goldfields World Heritage bid. The Portuguese bid team extended an offer of support to continue to share what they are learning as they progress through the nomination process.

8. The cost of Susan Fayad's attendance at these events fell within the allocated budget of \$500.

OFFICER RECOMMENDATION

9. **That Council:**

- 9.1 **Receive and note the report.**

ATTACHMENTS

1. Governance Review [8.6.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. Council Plan 2021 – 2025:
 - a. Goal 4.2 - Respect, conserve and celebrate our rich heritage

COMMUNITY IMPACT

2. Direct impact on World Heritage community engagement program as a result of meetings with the Portuguese World Heritage bid team.
3. Wider impact on the reputation of the City of Ballarat with regards to community engagement practices and locally led participation.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

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

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no economic sustainability implications identified.

FINANCIAL IMPLICATIONS

6. The financial implications are negligible as travel and associated costs were covered by international organisations.

LEGAL AND RISK CONSIDERATIONS

7. There are no legal and risk considerations identified.

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. The Victorian Goldfields World Heritage includes a program of extensive community consultation and engagement that is shaping how the bid is delivered. This was presented at the conference.

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

8.7. TENDER 2023/24-454 FLEET REPAIR PANEL

Division: Corporate Services
Director: John Hausler
Author/Position: Michael Riseley – Executive Manager Business Services

PURPOSE

1. To award Contract Number 2023/24-454 for a panel of providers for large and small fleet repairs and maintenance.

BACKGROUND

2. The purpose of this tender is to ensure that the City of Ballarat has access to a list of approved suppliers who have the technical ability and workshop capacity to provide mechanical servicing, repairs, accident repairs and tyres. This tender establishes a schedule of rates for work of this nature for the duration of the contract.

KEY MATTERS

3. City of Ballarat's fleet comprises of passenger and light commercial vehicles, trucks, graders, street sweepers, garbage trucks, and small plant (including chainsaws, brush cutters, mowers, pumps, etc).
4. There are currently 797 large and small fleet items across all categories, and the fleet is growing by approximately 3.3% per financial year to support the organisations growing service provision.
5. This tender invited submissions from suitably qualified and experienced providers who can provide service to cover the following categories:

Small Plant - Mowers (ride-on, self-propelled, walk behind), chainsaws, brush cutters, pole saws, vibrating plates, quick cut saws, pumps, line-marking equipment, spray units, generators

Heavy Plant - Tractors, graders, road rollers, backhoes, aquatic weed harvester

Trucks - Light and heavy trucks, travel towers, street sweepers, garbage trucks

Passenger - Sedans, wagons, hatches - including electric vehicles

Light Commercial - Utilities, trays

Tyres - Supply of tyres and associated repairs for categories above

Auto-electrics and Hydraulics - Auto electrical repairs on categories above

6. The estimated spend over the life of the contract (3 years with an option of another 3 years, totalling 6 years) considers the current rate of growth of the fleet (3.3% P/A) and CPI (2.5%).

7. The average spend on these services over the last two financial years is \$2,715,000.00 incl GST per annum. The expected spend over the full possible life of the contract is \$19,935,732.00.

OFFICER RECOMMENDATION

8. That Council:

- 8.1 Resolves to enter Contract Number 2023/24-454 for a panel of providers for the provision of large and small fleet repairs and maintenance with the following providers:

**Doherty & Clark Tyre Service Pty Ltd;
Goad Group Pty Ltd;
R & J Sobey Pty Ltd;
Hydrautech Pty Ltd;
Ballarat Fluid Connections Pty Ltd;
A & J Auto electrics Pty Ltd;
Ballarat Motors Pty Ltd;
Byvcorp Pty Ltd;
Ballarat Motor Holdings Pty Ltd;
Janes Engineering Pty Ltd;
Henderson Mowers & Chainsaws Pty Ltd (Mair St & La Trobe St);
Central Machinery Services Pty Ltd; and
Ballarat Performance Vehicles Pty Ltd;**

for the tendered schedule of rates. The contract Term is for three (3) years with the provision of one (1) x three (3) year extension.

8.2 Authorises the Chief Executive Officer to:

- a. Finalise the terms of Contract Number 2023/24-454 with the above listed providers, provided that those contract terms are consistent with this Resolution; and
- b. Execute Contract Number 2023/24-454 on behalf of Council.

ATTACHMENTS

1. Governance Review [8.7.1 - 2 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This procurement supports the delivery of a range of Council plans and strategies by ensuring the organisation has well maintained large and small fleet items.

COMMUNITY IMPACT

2. This procurement enables effective delivery of Council services to the community.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

3. Bidders have demonstrated procedures and policies around waste management, reduction and disposal, recycling, sustainability, and power management, with a commitment to further development in this area. In addition to the mandatory environmental sustainability criteria, the panel also nominated another 15% for environmental management processes to be considered in the evaluation.

ECONOMIC SUSTAINABILITY IMPLICATIONS

4. This procurement establishes agreed rates with repair and maintenance providers to ensure the ongoing economic sustainability of the organisation.

FINANCIAL IMPLICATIONS

5. Maintenance and repairs are funded by individual department budgets. The estimated spend for this tender is based on actual spend incurred over the last two years. It also considers future fleet repair estimates, allowing for the current growth rate of the fleet over the duration of the contract, and cost increases at CPI.

LEGAL AND RISK CONSIDERATIONS

6. No legal or risk considerations 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. No community consultation and engagement implications identified.

GENDER EQUALITY ACT 2020

9. 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

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

PROCUREMENT COLLABORATION

11. This procurement was deemed not suitable for collaboration as the providers are local to City of Ballarat.

OFFICIAL

8.8. 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 meeting held on 22 May 2024 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 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) meeting held on 22 May 2024 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
2023/24-290	Panel of Providers:- * A3 Event Hire Pty Ltd * New Wave Events Pty Ltd	\$1,469,179.00 (excluding GST)	Supply of Event Hire Equipment	Yes
2022/23-518	Streebson Pty Ltd	\$872,794.38 (excluding GST)	Construction of Trails and Connections project Sutton Street	Yes
2023/24-442	Bitu-Mill Pty Ltd	\$841,414.39 (excluding GST)	Asphalt works	No
2023/24-415	Pipecon Pty Ltd	\$748,526.46 (excluding GST)	Hertford Street Bike Path Construction	Yes

2023/24-439	Bitu-Mill Pty Ltd	\$704,706.50 (excluding GST)	Asphalt Works at multiple roundabout locations	No
Updated on Tender Status				

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 meeting held on 22 May 2024.**

ATTACHMENTS

1. Confirmed Contracts - Minutes of meeting held Wednesday 22 May 2024 [8.8.1 - 11 pages]

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***CONTRACTS APPROVAL
DELEGATED COMMITTEE***

MINUTES

22 May 2024

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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 22 MAY 2024 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)
Ms Bridget Wetherall (Director Infrastructure and Environment)
Mr Martin Darcy (Director Economy and Experience)
Mr Michael Riseley (Executive Manager Business Services)
Mr James Guy (Executive Manager City Design)
Mr Matt Briody (Project Manager)
Mr Ryan Baker (Events Officer)
Mr Robin Hand (Co-ordinator Infrastructure Delivery)
Mr David Caligari (Contracts Co-ordinator)
Ms Judi Bird (Procurement Co-ordinator)
Ms Lorraine Sendall (Minutes)

APOLOGIES

Nil

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 May 2024 as circulated,
be confirmed.**

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

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Contracts Special Committee Minutes

22 May, 2024

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

22 May, 2024

6.1 TENDER 2023/24-290 SUPPLY OF EVENT HIRE EQUIPMENT (RO – Martin Darcy / Ryan Baker)

SUMMARY

1. This report, recommends that Council award a contract for a panel of providers for the procurement of the supply of event hire equipment.

BACKGROUND

2. The City of Ballarat delivers 14 annual events, the size and scale of which range from large outdoor festivals (60,000 pax) to small commemorative services (100 pax). In addition to these ongoing annual events, 'one-off' infrequent or temporary events arise from time to time.
3. This tender relates to the hire of temporary event equipment/infrastructure typically used by the City of Ballarat across its events portfolio. Typically, this would include items such as marquees, furniture, umbrellas and fencing.

KEY MATTERS

4. The contract term is for three (3) years with the provision of one (1) x three (3) year extension.
5. This allocation considers spend across multiple business units that deliver events. Further consideration has been given to include spend related to 'one off' or special event activations.
6. The tender was advertised in The Ballarat Times News Group, Council's Website and tender portal from 15 January 2024. The invitation period closed on 7 February with four (4) tenderers submitting responses. One submission was deemed non-conforming and the remaining three submissions were evaluated in full.

RESOLUTION

7. That the Contracts Approval Delegated Committee:

7.1 Resolve to enter into Contract Number 2023/24-290 for the Supply of Event Hire Equipment – Panel with the following two entities:

- A3 Event Hire Pty Ltd
- New Wave Events Pty Ltd

for the schedule of rates provided in their submissions. The Contract Term is for three (3) years with the provision of a one (1) x three (3) year extension.

7.2 Note that the estimated cost over the full six-year period is \$1,469,179.00 (ex GST) including escalation for CPI at 2.5% per annum.

7.3 Authorise the Chief Executive Officer to:

- a. Finalise the contract terms of Contract Number 2023/24-290 with the above listed companies, provided that those contract terms are consistent with this Resolution; and
- b. Execute Contract Number 2023/24-290 on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

6.2 CONTRACT 2022/23-518 TRAILS AND CONNECTIONS PROJECT – SUTTON ST
(RO – Natalie Robertson / James Guy)**SUMMARY**

1. This report recommends that Council award a contract for the provision of the construction of Trails and Connections project Sutton Street.

BACKGROUND

2. This project will see construction of a new shared user path, pedestrian/cyclist priority crossings, landscaping and other improvements along Sutton Street, Redan between Victoria Park and Whitelaw Avenue. Works include:
 - Tree protection
 - Demolition of concrete and road sections
 - 2.5m wide concrete shared user path
 - Concrete pedestrian pathway connections
 - Pram crossings
 - Shared user path raised crossings
 - Installation of marker bollards, signage and line marking
 - Garden bed preparation and planting
 - Reinstatement of nature strips
 - Supply and planting of trees
 - Other works as specified.
3. Sutton Street has a very wide grassed verge which has no formal paths but is a popular route for
 1. Walking and cycling to Redan and the southern suburbs from Victoria Park;
 2. Accessing the school bus interchange in Morshead Park;
 3. Accessing Bray Raceway and the Ballarat Regional Soccer Facility.
4. This project comprises Stage 1 of a multi-stage trail that will link Victoria Park to Doug Dean Reserve, and ultimately the Kensington Creek Reserve that completes the off- road trail to Delacombe Town Centre.

KEY MATTERS

5. The evaluation panel noted there were eight (8) tender responses received and evaluated in full.
6. The recommended tenderer have a proven record of accomplishment in completing civil construction projects to a high standard and have been recommended to be awarded a contract for this project. They represent the best Value for Money outcome.

RESOLUTION**7. That the Contracts Approval Delegated Committee:**

7.1 Resolve to enter into Contract Number 2022/23-518 to construct Trails and Connections Project Sutton Street with Streebson Pty Ltd for the total tendered price of \$872,794.38 (ex GST).

7.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2022/23-518 with Streebson Pty Ltd provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2022/23-518 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Mark Harris

CARRIED

**6.3 TENDER 2023/24-442 – ASPHALT WORKS – MAJOR ROAD RENEWAL
- VARIOUS ROUNDABOUTS**
(RO – Bridget Wetherall / Matthew Clark)

SUMMARY

1. This report recommends that Council award a Contract for the provision of Asphalt Works.

BACKGROUND

2. This project will see the existing asphalt surface at the following locations replaced with a deeper asphalt pavement and new wearing course, capable of sustaining the increased volume of traffic.
 - Cuthberts Road and Towong Street, Alfredton intersection.
 - Pleasant Street and Rubicon Street intersection.
 - Finlay Street, Brown Hill (between Ryan Street and Woodmans Rise).
 - Norman Street and Doveton Street, Ballarat North intersection.
 - Holly Grove, Wendouree.
3. The project involves several components of work which were identified during the design stage including the following:
 - Asphalt surface profiling.
 - Asphalt pavement construction.
 - Asphalt wearing course replacement.
 - Line marking and ancillary works.

KEY MATTERS

4. The evaluation panel noted that of the six (6) tender responses received, five (5) were evaluated in full.

RESOLUTION

5. That the Contracts Approval Delegated Committee:
 - 5.1 Resolves to enter into Contract Number 2023/24-442 for the provision of Asphalt Works of Major Road Renewal with Bitu-Mill Pty Ltd for the total tendered price of \$841,414.39 (ex GST).
 - 5.2 Authorises the Chief Executive Officer to:
 - a. finalise the terms of Contract Number 2023/24-442 with Bitu-Mill Pty Ltd, provided that those contract terms are consistent with this Resolution; and
 - b. execute Contract Number 2023/24-442 on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

6.4 TENDER 2023/24-415 – HERTFORD STREET BIKE PATH CONSTRUCTION
(RO – Bridget Wetherall / Matt Briody)**SUMMARY**

1. This report recommends that Council award a Contract for the construction of Hertford Street Bike Path.
2. The scope of this contract involves the construction of a separated bike path and raised crossings on Hertford Street, Sebastopol.

BACKGROUND

3. This project forms part of the Spotlight on Sebastopol project.
4. The design for this project has been supported by Regional Roads Victoria, and forms Stage 1 of the Glenelg Highway Bike Path project.
5. The project involves construction of a concrete bike path with raised separator, and sections of shared path between Tuppen Drive and Albert Street. Shared user path raised crossings will be built across Tuppen Drive, Spencer Street and Beverin Street.
6. Landscaping of outstands, tree plantings, and formalisation of parking around existing trees also forms part of the project.
7. The completed project will provide a safe cycling connection between Tuppen Drive at Phoenix College and Albert Street. Shared user path raised crossings will also provide improved amenity for pedestrians, wheelchair, and mobility scooter users.

KEY MATTERS

6. Three submissions were received. All were conforming and all three were evaluated in full.
7. This project is funded under the Spotlight on Sebastopol header agreement, a \$5m State Government commitment.
8. The price for one tenderer was updated after second stage of tender, following the release of a more detailed specification document as part of a pre-advised stage to all tenderers. This revised price was used for TES calculations. The other tenderers retained their initial pricing following review of the specification.

RESOLUTION**9. That the Contracts Approval Delegated Committee:**

9.1 Resolve to enter into Contract Number 2023/24-415 for the construction of Hertford Street Bike Path with Pipecon Pty Ltd for the total tendered price of \$748,526.46 (ex GST).

9.2 Authorises the Chief Executive Officer to:

- a. finalise the terms of Contract Number 2023/24-415 with Pipecon Pty Ltd, provided that those contract terms are consistent with this Resolution; and
- b. execute Contract Number 2023/24-415 on behalf of Council.

Moved Cr Peter Eddy
Seconded Cr Ben Taylor

CARRIED

6.5 TENDER 2023/24-439 – MULTIPLE ROUNDABOUTS
(RO – Bridget Wetherall / Matthew Clark)**SUMMARY**

1. This report recommends that Council award a Contract for the provision of asphalt works of multiple roundabouts.

BACKGROUND

2. This project will see the existing asphalt surface at the following roundabout locations replaced with a deeper asphalt pavement and new wearing course capable of sustaining the increased volume of traffic:
 - Macarthur Street and Lydiard Street North.
 - Doveton Street North, Heinz Lane, Slatey Creek Road and Swinglers Road.
 - Macarthur Street and Doveton Street North.
 - Lydiard Street North, Brougham Street and Chisholm Street.
3. The project involves several components of work which were identified during the design stage including the following:
 - Asphalt Surface Profiling.
 - Asphalt Pavement construction.
 - Asphalt Wearing Course replacement.
 - Line marking and ancillary works.

KEY MATTERS

4. The evaluation panel noted that seven (7) tender responses were received with six (6) being evaluated if full.

RESOLUTION**5. That the Contracts Approval Delegated Committee:**

5.1 Resolve to enter into Contract Number 2023/24-439 for the provision of Asphalt Works of Multiple Roundabouts with Bitu-Mill Pty Ltd for the total tendered price of \$704,706.50 (ex GST).

5.2 Authorises the Chief Executive Officer to:

c. finalise the terms of Contract Number 2023/24-439 with Bitu-Mill Pty Ltd, provided that those contract terms are consistent with this Resolution; and

d. execute Contract Number 2023/24-439 on behalf of Council.

Moved Cr Mark Harris
Seconded Cr Peter Eddy

CARRIED

6.6 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 Ben Taylor
Seconded Cr Peter Eddy

CARRIED

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

Director Corporate Services raised the timing of Council Caretaker and its effect on the holding of Contracts Delegated Committee Meetings and advised that analysis will be completed to ascertain when additional meetings are required and advise the Committee of these.

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Contracts Special Committee Minutes

22 May, 2024

There being no further business, the Chairperson declared the meeting closed at 1.09pm

Confirmed this 19th day of June, 2024

Cr Ben Taylor

**Cr Ben Taylor
Chairperson**

8.9. S6 INSTRUMENT OF DELEGATION

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

PURPOSE

1. The purpose of this report is to provide the reviewed S6 Instrument of Delegation - Members of Staff for Council's consideration.

BACKGROUND

2. Delegations are made 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:
 - Inclusion of the new position Planning Business Analyst (PBA)

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 [**8.9.1** - 2 pages]
2. S6 Instrument of Delegation - Members of Staff [**8.9.2** - 178 pages]
3. Planning Business Analyst [**8.9.3** - 15 pages]

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ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. The Instruments 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 been 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. 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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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
PBA	Planning Business Analyst
PSO	Planning Support Officer
PP	Principal Planner
PPO	Principal Planning Officer
PSTP	Principal Statutory Planner

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Abbreviation	Position
PSP	Principal Strategic Planner
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

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Abbreviation	Position
SUR	Supervisor Unsealed Roads
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 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

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

3.2.4 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:

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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	
s 14	Power to manage multiple public cemeteries as if they are one 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 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	
s 19	Power to carry out or permit the carrying out of works	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 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	
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

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 73(2)	Power to impose conditions on the right of interment	CPG, EMO, EMPF, DIE, CUFOS, CGNR	
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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)
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.

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 131	Function of receiving an application for cremation authorisation	EMPF, DIE	
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	

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Cemeteries and Crematoria Act 2003			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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, DDG, 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	TLEH, EHO, CEH, DDG	If s 19(1) applies

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	specified purpose, or for the use of any specified equipment or a specified process		Only in relation to temporary food premises or mobile food premises
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	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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	any food or class of food is not removed from the premises		
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
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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))
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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.
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
			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
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 38A(4)	Power to request a copy of a completed food safety program template	TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRsATS, HSO, AORS	Where Council is the registration authority
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 38D(3)	Power to request copies of any audit reports	TLEH, EHO, AOBS, AOEH, AOLLT, EOC, TOBS, CEH, TLRSA TS, HSO, AORS	Where Council is the registration authority
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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

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Food Act 1984			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Heritage Act 2017			
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 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	

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Planning and Environment Act 1987			
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
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 41(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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	MSG, MSTP, CSTP, DDG, PSPUD,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	ensure co-ordination of planning scheme with these persons	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, 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 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			
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, 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.
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 21A(4)	Duty to publish notice	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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,	Note: the power to make a decision to abandon an amendment cannot be delegated

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PP, PPO, CSP, PTP, PSP	
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, 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 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			
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 40(1)	Function of lodging copy of approved amendment	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSPUD, EMDF, PSTP, SSTP, MSP, CP, PP, SGP, SPLEO, PPO, CSP, PTP, PSP	
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	SP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, MSP, PP, PPO, CSP, PTP, PSP	Where Council is a responsible public entity
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			
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	DDG, EMDF	
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	MSG, SGPO, DCA, DDG, EMDF, SGTSO	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land		
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 development agency that is specified in the plan, as responsible for those works, services or facilities	MSG, SGPO, DCA, DDG, EMDF, SGTSO	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(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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 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	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)

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	infrastructure contributions plan as responsible for the use and development of that land		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 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PSTP, PP, SGTSO, PPO, PTP, PSP	If the VPA is the collecting agency under an approved infrastructure contributions plan 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 date on which the approved infrastructure contributions plan expires	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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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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Planning and Environment Act 1987			
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, PP, SGTSO, PPO, PTP, PSP	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	MSG, SGPO, DCA, MSTP, DCS, CSTP,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	behalf of development agency or plan preparation costs incurred by a development agency	DDG, PSPUD, EMDF, PSTP, PP, SGTSO, PPO, PTP, PSP	
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	MSG, SGPO, DCA, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP,	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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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	Council of works, services or facilities in an area under s 46Q(4)(a)	SGTSO, PPO, PTP, PSP	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SPLEO, PPO, PTP, PSP, PBA	
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, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
s 50A(1)	Power to make amendment to application	SSO, SP, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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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Planning and Environment Act 1987			
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, PBA	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SPLEO, PPO, PTP, PSP, PBA	
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, PBA	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, SGP, SPLEO, PPO, PTP, PSP	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, PBA	
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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Planning and Environment Act 1987			
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, PBA	
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, PBA	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	SSO, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SPLEO, PPO, PTP, PSP, PBA	
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
s 58	Duty to consider every application for a permit	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, 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	
s 60	Duty to consider certain matters	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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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Planning and Environment Act 1987			
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PP, SGP, SPLEO, PPO, PTP, PSP	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, CP, PP, SGP, SPLEO, PPO, PTP, PSP	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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, PBA	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	STP, MSG, MSTP, CSTP, DDG, PSPUD, EMDF,	This provision applies also to a decision to grant an amendment to a permit - see s 75

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	This provision applies also to a decision to grant an amendment to a permit - see s 75
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, PBA	This provision applies also to a decision to grant an amendment to a permit - see s 75

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	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, PBA	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	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, PBA	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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Planning and Environment Act 1987			
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, PBA	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, PBA	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
s 69(2)	Power to extend time	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, 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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
s 73	Power to decide to grant amendment subject to conditions	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, CP, PP, 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, PBA	
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, PBA	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	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
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,	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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SPLEO, PPO, PTP, PSP, PBA	
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, PBA	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, PBA	
s 83	Function of being respondent to an appeal	SSO, STP, MSG, TSODF, MSTP,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 84AB	Power to agree to confining a review by the Tribunal	SSO, MSG, SGPO, TSODF, DCA, DCS, DDG, EMDF, SGTSO	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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 under s 23 of the Planning and Environment (Planning Schemes) Act 1996	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	
s 96H(3)	Power to give notice in compliance with Minister's direction	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, 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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
s 103	Power to reject a claim for compensation in certain circumstances	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, 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, EMDF,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	MSG, MSTP, DCS, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	Except Crown Land
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		EMRS, PP, PPO, PTP, PSP	
s 149A(1)	Power to refer a matter to the VCAT for determination	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, 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	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, PP, PPO, PTP, PSP	Where Council is the relevant planning authority

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	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)		
s 171(2)(f)	Power to carry out studies and commission reports	MSG, MSTP, CSTP, DDG, PSPUD, EMDF, 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	DCS, DDG, EMDF	Where Council is a collecting agency specified in an approved infrastructure contributions plan

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	land is required to be provided to Council under s 46GV(4)		
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
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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, MSP, CP, PP, SGP,	If no objections are made under s 178D Must consider 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(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,	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
		PSTP, SSTP, MSP, CP, PP, SGP, 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

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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	
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 178I(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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, 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,	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		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, SPLEO, PPO, CSP, PTP, PSP	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 201(1)	Function of receiving application for declaration of underlying zoning	STP, MSG, MSTP, CSTP, DDG, PSPUD, 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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	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	
	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	

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Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDG, MSP, CSP	

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	

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Residential Tenancies Act 1997			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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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	
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 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
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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)
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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)
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 49	Power to develop and publish a road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 54(6)	Power to amend road management plan	EMO, DDG, DIE, CAM, EMGR, EMDF, EMI, CRGC	
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,	Where Council is the infrastructure manager

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		SUR, SUSR, EMI, SASU, CRM	
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 71(3)	Power to appoint an authorised officer	SPD, SRS, RMS, EMO, DDG, DIE, CAM, 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,	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		RMCS, SUR, SUSR, EMDF, EMI, CRM	
s 87(2)	Duty to investigate complaint and provide report	SPD, SRS, RMS, EMO, DCS, DDG, DIE, 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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 119(2)	Function of consulting with the Head, Transport for Victoria	EMO, DDG, DIE, EMDF, EMI	
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	

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
s 123(1)	Power to charge for any service	SPD, SRS, RMS, EMO, DCS, DDG, DIE, RMCS, SUR, SUSR, EMDF, EMI, CRM	
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 cla 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 the location shown on	DDG, DIE, CAM, EMDF, EMI	Where Council is the infrastructure manager or works manager

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
	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, EMDF, EMI, SASU, CRM	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 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
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 cl18(1)	Power to enter into an agreement	DDG, DIE, CAM, EMDF, EMI	Where Council is the coordinating road authority
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Road Management Act 2004			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
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	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	EMPF, DIE	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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	

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
r 47(3)	Power to approve the use of fire in a public cemetery	EMPF, DIE	
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

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Cemeteries and Crematoria Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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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, 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

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Planning and Environment Regulations 2015			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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 where the amendment will amend the planning scheme to designate Council as an acquiring authority.

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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	

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	

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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 10	Function of receiving application for registration	TLEH, TOEH, EHO, AOBS, AOEH, AOLLT, TOBS, CEH, TLRSA TS, 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	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	EMPF, DIE	

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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(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	

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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(2)	Duty to issue a certificate of transfer of registration	TLEH, TOEH, EHO, CEH	
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	

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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 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	
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	

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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 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	
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	

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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
sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DDG, DIE, EMRS	

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

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Road Management (General) Regulations 2016			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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

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Road Management (General) Regulations 2016			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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
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	

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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
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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Planning Business Analyst (PBA)

S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
s 50(4)	Duty to amend application	SSO, STP, MSG, TSODF, MSTP, CSTP, DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP,	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
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, PBA	
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, PBA	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, PBA	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	SSO, STP, MSG, TSODF, MSTP, CSTP,	This provision applies also to a decision to grant an amendment to a permit - see s 75

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		DDG, PSPUD, EMDF, PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	
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, PBA	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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
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, PBA	
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, PBA	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, PBA	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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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
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, PBA	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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	
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, PBA	
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, PBA	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
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, PBA	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
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, PBA	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, PBA	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,	

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S6 Instrument of Delegation - Members of Staff - Planning and Environment Act 1987			
Provision	Power and Functions Delegated	Delegate	Conditions and Limitations
		PSTP, SSTP, CP, PP, PSO, SGP, SPLEO, PPO, PTP, PSP, PBA	

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8.10. S11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION

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

PURPOSE

1. The purpose of this report is to request that Council:
 - a. Endorse the S11A Instrument of Appointment and Authorisation for Kate MacLaren.
 - b. Revoke the S11A and S11B Instrument of Appointment and Authorisation for Peter Jones.

BACKGROUND

2. 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

3. Kate MacLaren holds the position of Principal Project Planner, however, will be acting as the Coordinator Statutory Planning and requires additional authorisations.
4. The *Planning and Environment Act 1987* requires Council to resolve the authorisation for the officer to undertake duties under that Act.

OFFICER RECOMMENDATION

5. **In the exercise of the powers conferred by section 147(4) of the *Planning and Environment Act 1987*, Ballarat City Council (Council) resolves that–**
 - a. **The member 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.**
- 5.1 **That Council revoke the S11A Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) for Peter Jones effective 24 July 2024.**
- 5.2 **That Council revoke the S11B Instrument of Appointment and Authorisation (*Environment Protection Act 2017*) for Peter Jones effective 24 July 2024.**

ATTACHMENTS

1. Governance Review [**8.10.1** - 2 pages]
2. S11A Kate MacLaren [**8.10.2** - 2 pages]

OFFICIAL

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. Legislation requires Council to approve authorised officers under the *Planning and Environment Act 1987* and *Environment Protection Act 2017*.

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 -

Kate MacLaren

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].

Signed by the Chief Executive Officer of Council

Date:

OFFICIAL

8.11. LEGISLATIVE UPDATE TO GOVERNANCE RULES AND ELECTION PERIOD POLICY

Division: Corporate Services
Director: John Hausler
Author/Position: Rosie Wright – Coordinator Risk and Compliance

PURPOSE

1. The purpose of this report is to seek adoption of the reviewed Governance Rules, which reflect legislative changes to the length of the election period.

BACKGROUND

2. In accordance with the *Local Government Act 2020*, City of Ballarat's Governance Rules incorporate the Election Period Policy. The election period for a general election commences on the day that nominations close and ends on election day. At the time of adoption in 2022, the election period totalled 32 days.
3. The recently passed amendments to the *Local Government Act 2020* and the *Local Government (Electoral) Regulations 2020* has increased the timeframe for the election period to 39 days, as nomination day falls a week earlier.

KEY MATTERS

4. City of Ballarat's Election Period Policy, which forms part of the Governance Rules, must be updated to reflect the legislative changes and adjusted election period length. No other changes are proposed to the Governance Rules or Election Period Policy.
5. The *Local Government Act 2020* section 60(4) requires that a process of community engagement is followed in amending the Governance Rules. In accordance with City of Ballarat's Community Engagement Policy, methods of community engagement include informing the community.
6. The community will be informed of the increased election period length with messaging to be published on City of Ballarat's website, social media, and in relevant publications.

OFFICER RECOMMENDATION

7. **That Council:**
 - 7.1 **Adopt the Governance Rules, including the Election Period Policy, as shown in Attachment 2.**
 - 7.2 **Revoke the Governance Rules adopted on 24 August 2022 (R124/22).**

ATTACHMENTS

1. Governance Review [8.11.1 - 2 pages]
2. Governance Rules 18 July 2024 [8.11.2 - 63 pages]

OFFICIAL

ALIGNMENT WITH COUNCIL VISION, COUNCIL PLAN, STRATEGIES AND POLICIES

1. This report aligns with the Council Plan:
 - a. Goal 6: A council that provides leadership and advocates for its community.
2. This report reflects legislative amendments and requirements.

COMMUNITY IMPACT

3. A process of community engagement will be undertaken by informing the community of the election period, in accordance with City of Ballarat's Community Engagement Policy.

CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

4. There are no relevant climate emergency or environmental sustainability implications.

ECONOMIC SUSTAINABILITY IMPLICATIONS

5. There are no relevant economic sustainability implications.

FINANCIAL IMPLICATIONS

6. There are no relevant financial implications.

LEGAL AND RISK CONSIDERATIONS

7. Failure to update the Governance Rules (which incorporate the Election Period Policy) would risk non-compliance with legislative requirements.

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. A process of community engagement will be undertaken by informing the community of the election period, in accordance with City of Ballarat's Community Engagement Policy.

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.

PROCUREMENT COLLABORATION

(For Contracts Only)

OFFICIAL

Governance Rules

2022





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The City of Ballarat has established Governance Rules in accordance with section 60 of the *Local Government Act 2020*.

Commitment

Good governance, integrity and accountability are central to the *Local Government Act 2020* (the Act), to underpin local government democracy, conduct and enable our community to hold the Council to account. Council is committed to embedding the principles of good governance throughout its decision making, corporate governance and democratic governance by establishing and adhering to the Governance Rules established

Council decision making will be founded on good governance and conducted with transparency. The process by which decisions will be made is transparent and clearly articulated in these Governance Rules for the scrutiny of our community and accountability of Councillors, Members of Delegated Committees and Council staff. Council recognises that accountability, integrity and transparency are of fundamental importance to our community and are critical for enhancing good governance.



CHAPTER 1 - INTRODUCTION

Purpose

These Governance Rules determine the way in which Council will:

- Make decisions:
 - in the best interest of the Ballarat community;
 - fairly and on the merits of the matter; and
 - in a way that ensures any person whose rights will be directly affected by a decision will be entitled to communicate their views and have their interests considered.
- Elect its Mayor and Deputy Mayor; or Acting Mayor if required;
- Conduct meetings of Council, Delegated Committees, Advisory Committees, Hearing Committees and Community Asset Committees;
- Give notice of meetings and record and make available meeting records (minutes and live broadcasting of meetings);
- Be informed in its decision making through community engagement, advisory committees and Councillor areas of responsibility, and Council Officer reports; and
- Require the disclosure and management of conflicts of interest.

The Governance rules also include:

- Rules for the conduct of Council and Councillors during Election Periods, through the Election Period Policy; and
- An overview of alignment of the Governance Rules within Council's Governance and Integrity Framework.

Principles

Council must, in the performance of its role, give effect to the overarching governance principles outlined in the Act. These principles are:

- a) Council decisions are to be made and actions taken in accordance with the relevant law;
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d) The municipal community is to be engaged in strategic planning and strategic decision making;
- e) Innovation and continuous improvement is to be pursued;
- f) Collaboration with other Councils and Governments and statutory bodies is to be sought;
- g) The ongoing financial viability of the Council is to be ensured;
- h) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i) The transparency of Council decisions, actions and information is to be ensured.



In giving effect to the overarching governance principles, Council must take into account the following supporting principles:

- a) the community engagement principles;
- b) the public transparency principles;
- c) the strategic planning principles;
- d) the financial management principles; and
- e) the service performance principles.



CHAPTER 2 - CONTEXT

2.1 Affected Persons Rights and Interests

In any matter in which a decision must be made by Council (including person acting with the delegated authority of Council), Council must consider:

- fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
- on the merits, free from favouritism or self-interest and without regard to irrelevant considerations.

Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of Council is entitled to communicate their views and have their interests considered).

Before making a decision that affects a person's rights, Council will endeavour to identify whose rights may be affected and provide an opportunity for that person (or persons) to convey those views regarding the effect on their rights and consider those views.

This includes but is not limited to the rights outlined in the *Charter of Human Rights and Responsibilities Act 2006*.

The opportunity provided for a person whose rights have been affected to contribute their views will be documented in any relevant report put before the Council or Delegated Committee.

A Council officer making a decision under delegation that affects the rights of a person will record in writing the opportunity provided to the person to have their views considered.

Section 60(2) of the Local Government Act 2020

The Governance Rules must provide for a Council to—

- (a) consider and make decisions on any matter being considered by the Council fairly and on the merits; and*
- (b) institute decision making processes to ensure that any person whose rights will be directly affected by a decision of the Council is entitled to communicate their views and have their interests*

2.2 Context

2.2.1 These Governance Rules are to be read in the context of and in conjunction with:

- a) the overarching governance principles
- b) Community Engagement Policy
- c) Public Transparency Policy;
- d) Conflict of Interest Guide for Councillors and Staff;
- e) Council Plan;
- f) Councillor Code of Conduct;
- g) Employee Code of Conduct; and
- h) other relevant policies.

2.2.2 Each numbered section or sub-section is a rule or sub-rule.

2.2.3 Guidance and Overview Notes within these rules are intended to be explanatory and included for guidance and do not form part of these Governance Rules. They will be monitored and updated to reflect changes to legislation or to assist interpretation and understanding.



2.3 Definitions and Notes

2.2.1 In these Governance Rules:

Act means the *Local Government Act 2020* (as amended from time to time);

Advisory Committee means an Advisory Committee established by Council that provides advice to:

- a) The Council; or
- b) a member of Council staff who has been delegated a power, duty or function of the Council;

that is not a Delegated Committee.

Agenda means the document containing the date, time and place of a meeting and lists the business to be transacted at a Council Meeting and includes a revised agenda;

Authorised Officer means a person appointed as an Authorised Officer under s224 of the *Local Government Act 1989* or any other Act;

Chamber means any room where Council holds a Council Meeting;

Chairperson means the Chairperson of a Council Meeting and includes an acting, a temporary and a substitute Chairperson;

Chief Executive Officer means the Chief Executive Officer of Council or the person acting in or performing the position of Chief Executive Officer;

Committee Meeting means a Meeting of a Delegated Committee;

Common Seal means the Common Seal of Council;

Council means Ballarat City Council;

Council Meeting means a meeting of the Council convened in accordance with these Governance Rules and includes a scheduled Meeting and unscheduled Meeting;

Council Meeting conducted remotely means a Council Meeting or a joint meeting of Council which is attended by one or more Councillors by electronic means of communication and conducted in accordance with rule 3.14.

Councillor means a Councillor of the Council;

Councillor Code of Conduct has the same meaning as in the Act;

Delegated Committee has the same meaning as in the Act;

Delegated Committee Meeting means a Meeting of a Delegated Committee;

Deputy Mayor means the Deputy Mayor of Council and any person appointed by Council to act as Deputy Mayor;

Disorder means any disorderly conduct of a member of the Gallery or a Councillor and includes:

- a) interjecting when another person is speaking, except, in the case of where a Councillor is raising a Point of Order;
- b) making comments that are defamatory, malicious, abusive or offensive;



- c) refusing to leave the Meeting when requested, ordered or directed to do so by the Chairperson in accordance with the Act and the Governance Rules; and
- d) engaging in any other conduct which prevents the orderly conduct of the Meeting;

Majority means the votes cast by a Majority of the Councillors or Members present at a Meeting at the time the vote is taken;

Mayor means the Mayor of Council and any person appointed by Council to be acting as Mayor;

Meeting means a Council Meeting or a Delegated Committee Meeting;

Minutes means the official record of the proceedings and decisions of a meeting;

Motion means a proposal framed in a way that will result in the opinion of Council being expressed, and a Council decision being made, if the proposal is adopted;

Municipal District means the municipal district of Council;

Notice of Amendment means a Notice of Motion to amend a resolution made by Council;

Notice of Motion means a notice setting out the text of a Motion which a Councillor proposes to move at a Council meeting;

Notice of Rescission means a Notice of Motion to rescind a resolution made by Council;

Officer means an employed member of Council staff;

Operational service request process means a request for action through the Customer Request System in use by the Council; or request relating to the day to day management of Council operations as the functions of the Chief Executive Officer;

Point of Order means a procedural point (about how the Meeting is being conducted), not involving the substance of a matter before a meeting;

Procedural Motion means a Motion that relates to a procedural matter only and which is not designed to produce any substantive decision but used merely as a formal procedural measure;

Quorum means the minimum number of Councillors necessary to conduct the business of Council. A quorum is an absolute majority;

Repetitious Motion means (a) a motion moved that is to the same effect, even if it is in a different form, as a motion (with or without amendment) that has been rejected by Council at the same meeting; or (b) a motion that substantially covers the same ground as a motion or amendment already dealt with by Council at the same meeting;

Rule or Sub-rule means a rule or sub-rule included in these Governance Rules;

Standing Orders means the provisions of these Governance Rules which govern the conduct of meetings;

Suspension of Standing Orders means a suspension of the provisions of these Governance Rules, to facilitate full discussion on an issue without formal constraints;

Unscheduled Meeting means a meeting of the Council convened for a particular purpose that cannot be effectively dealt with in the schedule of Council Meetings set by Council;



Urgent Business means a matter that relates to or arises out of a matter which has arisen since distribution of the agenda and cannot safely or conveniently be deferred until the next meeting;

Visitor means any person (other than a Councillor or an Officer) present at a meeting;

Written or In Writing includes duplicated, photocopied, photographed, printed and typed and extends to both hard copy and soft copy form.

2.2.2 Definitions provided by the Act:

The following definitions provided by the Act are applied to these Governance Rules:

Audit and Risk Committee means the Audit and Risk Committee established by a Council under section 53.

Confidential information means the following information:

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- (b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
- (c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- (f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs;
- (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;
- (h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);
- (i) internal arbitration information, being information specified in section 145;
- (j) Councillor Conduct Panel confidential information, being information specified in section 169;
- (k) information prescribed by the regulations to be confidential information for the purposes of this definition;
- (l) information that was confidential information for the purposes of section 77 of the *Local Government Act 1989*;

Electoral Material means an advertisement, handbill, pamphlet or notice that contains electoral matter but does not include an advertisement in a newspaper that is only announcing the holding of a meeting.



Electoral Matter means matter which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the election manager for the purposes of conducting an election.

Nomination Day means the last day on which nominations to be a candidate at a council election may be received in accordance with the Act and the regulations.



CHAPTER 3 – MEETING PROCEDURE

3.1 Purpose of Council Meetings

- 3.1.1** Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.
- 3.1.2** Council is committed to transparency in decision making and, in accordance with the Act, Council and Delegated Committee meetings are open to the public to attend. Meetings will only be closed to members of the public if:
- a) there are clear reasons for particular matters to remain confidential; or
 - b) a meeting is required to be closed for security reasons; or
 - c) it is necessary to enable the meeting to proceed in an orderly manner.
- 3.1.3** If a meeting is closed to the public for the reasons outlined in sub-rule 3.1.2 b) or 3.1.2 c), the meeting will continue to be live broadcasted. In the event live broadcast is not available the meeting may be adjourned, or a recording of the proceedings may be available on Council website.
- 3.1.4** For the avoidance of doubt, if a meeting is open to the public and the live broadcast is not available, a meeting that has not commenced will proceed as scheduled and a meeting that has commenced will continue.
- 3.1.5**

3.2 Meeting Roles

Overview:

In accordance with the Act, the Mayor must take the Chair at all Council Meetings at which the Mayor is present. If the Mayor is absent, the Deputy Mayor (if any) must take the chair and if both are absent, Council must elect one of the Councillors as Chairperson of the meeting.

The way in which Council and Committee meetings are conducted makes a significant contribution to good governance. The Chairperson plays a crucial role in facilitating an orderly, respectful, transparent and constructive meeting by ensuring all Councillors and members of Delegated Committees have the opportunity to be heard, matters are adequately discussed, meeting procedures are followed appropriately, and statutory requirements are adhered to.

The Chairperson is an independent leader of meetings and generally does not participate in debate or move or second motions.

The Act provides for the Mayor to appoint a Councillor as the Chair of a Delegated Committee and any such appointment prevails over any appointment made by Council. While there are no limitations on exercising that power, the Mayor must always act in a way that is consistent with the adopted Councillor Code of Conduct and transparency commitments of the Council.

Additionally, each member of the meeting has an obligation to participate in good decision-making through their preparation and contribution to the meeting.

Specific duties and discretions of the Chairperson are outlined throughout these Governance Rules.



3.2.1 Chairperson and Members

- a) The Chairperson, Councillors and Members of Delegated Committees will ensure:
 - i) Decision making is transparent to members and observers;
 - ii) Meeting members have sufficient information to make good decisions;
 - iii) Every member is supported to contribute to decisions;
 - iv) Any person whose rights are affected has their interests considered;
 - v) Debate and discussion is focussed on the issues at hand;
 - vi) Meetings are conducted in an orderly manner;
 - vii) Decisions should be made on the merits of the matter.
- b) Council by resolution, or the Chief Executive Officer, may change the date, time and place of, or cancel, any meeting which has been fixed and must provide notice of the change to the public.

3.2.2 Mayor to take the Chair

- a) The Mayor must take the chair at all Council Meetings at which the Mayor is present.
- b) If the Mayor is not in attendance at a Council meeting, the Deputy Mayor (if one has been elected) must take the chair.
- c) If the Mayor and any Deputy Mayor are not in attendance at a Council meeting, Council must appoint one of the Councillors as temporary Chairperson by resolution.

3.2.3 Delegated Committee Chairperson

- a) At the meeting at which Council establishes a Delegated Committee it must also appoint a Chairperson.
- b) The Chairperson of a Delegated Committee must be a Councillor.
- c) For the avoidance of doubt, sub-rule a) does not intend to limit the powers of the Mayor provided in the Act.

3.2.4 The Chairperson's Duties and Discretions

In addition to the specific duties and discretions provided in these Governance Rules, the Chairperson:

- a) must not accept any motion, question or statement which is:
 - i) vague or ambiguous;
 - ii) defamatory, malicious, abusive or objectionable in language or substance; or
 - iii) outside the powers of Council;
- b) must allow the Chief Executive Officer the opportunity to correct factual errors or incorrect assertions that arise during the meeting;
- c) must call a person to order if their behaviour is disruptive and interferes with the conduct of the business of Council;
- d) may direct that a vote be recounted to be satisfied of the result;
- e) must decide on all points of order in accordance with Rule 3.10; and
- f) Subject to sub-rule a), the Chairperson may determine to close a meeting to the public to maintain security and order, if the circumstances prevent seeking a Council resolution in accordance with Rule 3.13.1.



3.2.5 Chief Executive Officer

- a) The Chief Executive Officer, or delegate, may participate in the meeting to provide support to the Chairperson.
- b) The Chief Executive Officer:
 - i) Should immediately advise if a proposed resolution or action is, to the best of their knowledge, contrary to legislation or Council policy;
 - ii) May advise if there are administrative or operational implications arising from a proposed resolution;
 - iii) May assist to clarify the intent of any unclear motion to facilitate implementation of a resolution;
 - iv) On request, assist with procedural issues that may arise.

3.2.6 Councillors and members of Delegated Committees

- a) Councillors and members of Delegated Committees contribute to good governance and decision making by:
 - i) Seeking views of community members and reading agenda papers prior to the meeting;
 - ii) Demonstrating due respect and consideration to community views and the professional / expert advice provided in the agenda papers;
 - iii) Attending meetings and participating in debate and discussion;
 - iv) Demonstrating respect for the role of the Chairperson and the rights of other Councillors or members of Delegated Committees to contribute to the decision-making;
 - v) Being courteous and orderly.

3.2.7 Community

- a) Council Meetings are decision making forums for the Council that are open to the community to attend and/or view proceedings.
 - i) Community members may only participate in Council meetings in accordance with Rule 3.7.
 - ii) Community members are encouraged to participate in Council's engagement processes.
 - iii) Community members may seek to inform individual Councillors of their views by contacting them directly in advance of meetings.

3.2.8 Apologies and absences

- a) Councillors and members of Delegated Committees who are unable to attend a meeting may submit an apology:
 - i) In writing to the Chairperson, who will advise the meeting; or
 - ii) By seeking another Councillor or member of the Delegated Committee to submit it at the meeting on their behalf.
- b) An apology submitted to a meeting will be recorded in the minutes.
- c) A Councillor intending to take a leave of absence must submit the notification in writing to the Mayor.



- d) If this is not practicable, the Councillor must give the Chief Executive Officer notice of an apology prior to the Council Meeting.
- e) If a Councillor leaves a Council Meeting, the Councillor must request permission from the Chairperson before leaving the Chamber.
- f) Unless there is an emergency, or otherwise in accordance with sub-clause 3.2.8 h) of these Governance Rules, a Leave of Absence requested during a Council Meeting will only be granted at the end of a motion.
- g) Unless there is an emergency, or otherwise in accordance with sub-clause 3.2.8 h) of these Governance Rules, a leave of absence must not be requested or granted during a debate.
- h) The Chairperson may call a comfort break at any time during a meeting on a request from a Councillor.

Section 35 (1) (e) of the Act provides a Councillor ceases to hold office if they are absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council.

3.3 Notices of meetings and delivery of agendas

Overview:

Council meetings are held regularly to conduct the ongoing business of the Council and unscheduled meetings may be held from time to time.

It is important that the community is made aware of the times, dates and locations of Council and Delegated Committee meetings and the matters Council will consider. The timing of this notice should give the community adequate time to make arrangements to attend the meeting or view via the live broadcast.

An agenda for each Council meeting must be provided to Councillors in advance so that they can prepare adequately for the Council meeting. The agenda contains the order of business and the professional / expert advice of the organisation, with a recommendation for Council to consider.

The agenda is made available to the public via Council's website and in hard copy format at the meeting location prior to the meeting.

3.3.1 Date, time and place of meetings

- a) At or before the last meeting each calendar year, Council must fix the date, time and place of all Council Meetings and any Delegated Committee Meetings for the following calendar year;
- b) Council may resolve a Delegated Committee will set its own schedule of meetings;
- c) Council may from time to time change the date, time and place of any meeting which has been fixed and must provide reasonable notice of the change to the public.

3.3.2 Unscheduled meetings

- a) Council may by resolution call an unscheduled meeting of the Council; or
- b) The Mayor, or three Councillors may by written notice call an unscheduled meeting of the Council; or
- c) The Chief Executive Officer, following consultation with the Mayor, may call an unscheduled meeting.



- d) A written notice to call an unscheduled meeting must:
 - i) Specify the business to be transacted;
 - ii) be delivered to the Chief Executive Officer or delegate in sufficient time to enable notice to be given in accordance with Rule 3.3.3.
- e) The Chief Executive Officer must determine the time and date for the meeting, giving consideration to:
 - i) the urgency of the business to be transacted;
 - ii) the availability of Councillors; and
 - iii) a reasonable notice period for persons whose rights or interests may be impacted by the business to be transacted.
- f) The Chief Executive Officer must arrange for notice of the meeting on Council's website.
- g) Any resolution of Council to call an unscheduled meeting must specify the date and time of the unscheduled meeting and the business to be transacted. The date and time of the unscheduled meeting must not be prior to 6pm on the day following the Council meeting at which the resolution was made.
- h) The Chief Executive Officer must call an unscheduled meeting to elect a Mayor following a Council election declaration, in accordance with the Act.
- i) The unscheduled meeting for the election of a Mayor following an election may also consider the role of Deputy Mayor and any other matters as determined by the Chief Executive Officer.

3.3.3 Notice of Meetings

Council Meetings

- a) A notice of a meeting, that is not an unscheduled meeting, must state the date, time and place of the meeting and the business to be dealt with, or incorporating or accompanied by an agenda of the business to be dealt with, and must be delivered or made available electronically to every Councillor for all Council meetings, as early as practical; or at least at least 2 days before the meeting;
- b) Subject to any resolution of Council, the Chief Executive Officer will determine the method of delivery to be used under sub-rule a).
- c) Reasonable notice of Council meetings is considered to be a least 2 days before a meeting.
- d) A schedule of Council meetings must be prepared and published that ensures it is available to a broad section of the community, including on Council's website at least once each year; and with such greater frequency as the Chief Executive Officer determines; or just prior to each meeting unless extraordinary circumstances exist.

Unscheduled Meetings

- a) Notice of an unscheduled meeting must be published on Council's website as soon as practicable after the time and date of the meeting has been determined.
- b) An agenda for an unscheduled meeting must be made available electronically to every Councillor at least 2 days before the meeting. A period of less than 2 days may be justified if exceptional circumstances exist.
- c) An agenda for an unscheduled meeting will be made available on Council's website no less than 24 hours before the Council meeting.



3.4 Quorum

Overview:

No business can be transacted at a Council Meeting or a Delegated Committee meeting unless a majority of the Councillors or members of the Delegated Committee (as the case may be) is present (quorum). If there is no quorum at the commencement of a meeting or if a quorum cannot be maintained during a meeting, the meeting is to be adjourned to another date and/or time. A quorum is an absolute majority in accordance with s61(7) of the Act.

3.4.1 Inability to gain quorum to commence

If after 30 minutes from the scheduled starting time of any Council meeting, a quorum cannot be obtained:

- a) those Councillors present; or
- b) if there are no Councillors present, the Chief Executive Officer; or,
- c) in the absence of the Chief Executive Officer, an Authorised Officer;

must adjourn the Council meeting for a period within four (4) weeks from the date of the adjournment.

3.4.2 Inability to gain quorum

If during any Council Meeting or any adjournment of the Council meeting, a quorum cannot be maintained:

- a) those Councillors present; or
- b) if there are no Councillors present, the Chief Executive Officer; or,
- c) in the absence of the Chief Executive Officer, an Authorised Officer;

must adjourn the Council meeting for a period not exceeding seven (7) days from the date of the adjournment.

3.4.3 Inability to achieve or maintain a quorum due to conflicts of interest of Councillors

If a quorum cannot be achieved or maintained due to the disclosure of conflicts of interest by the majority of Councillors, Council will:

- a) Determine the matter will be considered in separate parts, if a quorum can be maintained for each separate part; or
- b) Determine to make decisions on separate parts of the matter at a meeting where quorum can be maintained, before making a decision on the whole matter.

3.4.4 Delegation due to conflicts of interests

If a quorum cannot be achieved or maintained due to the declaration of conflicts of interests by the majority of Councillors, and the matter cannot be separated into component parts or prior decisions made, Council may delegate the decision to be made:

- a) By the Chief Executive Officer; or
- b) By a Delegated Committee, established for the purpose of determining the matter, comprised of all the Councillors who have not disclosed a conflict of interest and any other person(s) the Council considers suitable.

A decision made under delegation due to Council not being able to achieve or maintain a quorum will be reported to the next Council meeting.



3.4.5 Adjournment

The Chief Executive Officer must provide written notice of an adjournment under sub-rules 3.4.1, 3.4.2 or 3.4.3, however, where this is not practicable because time does not permit that to occur, then, provided every reasonable attempt is made to contact every Councillor; notice by telephone, email, in person or by some other means is sufficient.

3.4.6 Adjourned meetings

- a) Council may adjourn any Council meeting.
- b) The Chief Executive Officer, or his or her delegate, must give notice to each Councillor of the date, time and place to which the Council meeting stands adjourned and of the business remaining to be considered.
- c) Notice of an adjournment to another date or time must be published on Council’s website as soon as practical.

Quorum Calculation

Section 61(4) of the Act provides that a quorum at a meeting must be at least a majority of the Councillors or members of the Delegated Committee.

<i>Number of Councillors/Committee Members</i>	<i>Number required for Quorum</i>
11	6
10	6
9	5
8	5
7	4



3.5 Election of the Mayor

Overview:

The role and functions of the Mayor are provided in the Act. The holder of this significant office is the Chairperson at Council Meetings, is the leader of the Councillors, acts as the principal spokesperson for Council and carries out civic and ceremonial duties.

This section describes how the Mayor, a Deputy Mayor and Acting Mayor are to be elected.

The Act has specific provisions governing the election of the Mayor and the term of office for the Mayor:

Section 25 - Election of Mayor

25 Election of Mayor

- (1) At a Council meeting that is open to the public, the Councillors must elect a Councillor to be the Mayor of the Council.*
- (2) Subject to section 167, any Councillor is eligible for election or re-election to the office of Mayor.*
- (3) The election of the Mayor must—*
 - (a) be chaired by the Chief Executive Officer; and*
 - (b) subject to this section, be conducted in accordance with the Governance Rules.*
- (4) Subject to subsections (5) and (6), the Mayor must be elected by an absolute majority of the Councillors.*
- (5) If an absolute majority of the Councillors cannot be obtained at the meeting, the Council may resolve to conduct a new election at a later specified time and date.*
- (6) If only one Councillor is a candidate for Mayor, the meeting must declare that Councillor to be duly elected as Mayor.*
- (7) In this section, absolute majority means the number of Councillors which is greater than half the total number of the Councillors of a Council.*

Section 26 – When is a Mayor to be elected

- (1) A Mayor is to be elected no later than one month after the date of a general election.*
- ...*
- (3) Before the election of the Mayor, a Council, other than the Greater Geelong City Council, must determine by resolution whether the Mayor is to be elected for a 1 year or a 2 year term.*
- (4) If the Mayor is elected for a 1 year term, the next election of the Mayor must be held on a day to be determined by the Council that is as close to the end of the 1 year term as is reasonably practicable.*
- (5) If the Mayor is to be elected for a 2 year term, the next election of the Mayor must be held on a day to be determined by the Council that is as close to the end of the 2 year term as is reasonably practicable.*
- (6) A Mayor is to be elected within one month after any vacancy in the office of Mayor occurs.*
- (7) The election of a Mayor after the period specified in this section does not invalidate the election.*
- (8) A Councillor elected to fill a vacancy in the office of Mayor caused other than by the expiration of a one year or a 2 year term serves the remaining period of the previous Mayor's term*

3.5.1 Chief Executive to set time and date for election of Mayor

- a) The Chief Executive Officer must determine the most appropriate time and date for the election of the Mayor, except that the election of the Mayor must be held in accordance with any provisions contained in the Act and these Governance Rules.
- b) At the meeting to elect the Mayor, Council must first resolve if the term of the Mayor is to be 1 or 2 years.
- c) The order of business at the Council meeting to elect the Mayor is to be determined by the Chief Executive Officer. In the absence of any changes directed by the Chief Executive Officer, the default order of business will be:
 - i) Opening and Acknowledgement of Country;



- ii) Apologies;
 - iii) Oath of office (at the Council meeting to elect the Mayor following the declaration of results of a general election of Councillors);
 - iv) Councillor Code of Conduct (at the Council meeting to elect the Mayor following the declaration of results of a general election of Councillors);
 - v) Term of the Mayor and determination of the position of Deputy Mayor;
 - vi) Election of the Mayor;
 - vii) Presentation and commencement speech by the incoming Mayor;
 - viii) Election of Deputy Mayor (if the position is established); and
 - ix) Ceremonial motions.
- d) The Councillor elected to the position of Mayor may make a commencement speech for up to 10 minutes outlining their vision for the Mayoral term.
 - e) The commencement speech may not address matters outside the powers of the Council, be derogatory, or be prejudicial to any person or the Council.

3.5.2 Role and Election of Deputy Mayor

- a) At the Council Meeting at which the Mayor is to be elected, the Council may resolve to establish the position of Deputy Mayor and elect a Councillor to the position of Deputy Mayor.
- b) If the Mayor is not in attendance at a Council Meeting the Deputy Mayor must take the Chair.
- c) The term of a Deputy Mayor is identical to the term of the Mayor as resolved by Council.
- d) If the Council has not resolved to establish the position of Deputy Mayor, any provisions in these Governance Rules relating to the Deputy Mayor have no effect.

3.5.3 Method of Voting for Mayor

The election of the Mayor must be carried out by a show of hands.

3.5.4 Procedure for Election of the Mayor

- a) All nominations to be a candidate for Mayor and Deputy Mayor are to be provided in writing to the Chief Executive Officer no later than a date and time to be fixed by the Chief Executive Officer.
- b) The Chief Executive Officer will advise all Councillors of the names of the candidates within 24 hours of nominations closing.
- c) The Chief Executive Officer must preside during the election of the Mayor.
- d) The Chief Executive Officer must formally invite nominations for the office of Mayor and confirm acceptance of the nomination with the nominee.

In an election for the Mayor:

- e) If there is only one (1) nomination, the candidate is declared elected.
- f) If two (2) candidates have been nominated, a vote must be taken and the candidate who receives the number of votes equal to greater than half the Councillors of the Council must be declared elected;



- g) Two (2) candidates have been nominated and no candidate receives the number of votes equal to greater than half the Councillors of the Council, a second vote will be conducted;
- h) Where, after a second vote, two candidates have been nominated and no candidate receives the number of votes equal to greater than half the Councillors of the Council, the Chief Executive Officer will seek the meeting to resolve to conduct a new election at a meeting to be held at 6 pm the following day;

More than two candidates

- i) If more than two (2) candidates have been nominated and no candidate receives the number of votes equal to or greater than half the Councillors of the Council:
 - i) the candidate with the fewest number of votes cast must be eliminated;
 - ii) the names of the remaining candidates must be put to the vote again; and
 - iii) the procedure in sub-rules i) and,ii) above must be continued until there remain only two candidates, at which point the candidate to be declared elected is to be determined by the procedures outlined in sub-rule f).
- j) In the event of two or more candidates having an equal amount of votes and one of them having to be declared a defeated candidate (where there are three or more candidates with equal votes);
- k) The Chief Executive Officer will conduct a vote for one candidate to be defeated.

3.5.5 Procedure for Election of the Deputy Mayor

- a) If Council resolves to have the office of Deputy Mayor, the provisions of sub-rules 3.5.3 and 3.5.4 apply to the election of the Deputy Mayor with all necessary modifications and adaptations.
- b) Subject to sub-rule 3.5.5 a), the Chief Executive Officer must arrange an election as soon as possible after the office of Deputy Mayor becomes vacant.



3.6 Conduct and Business of Meetings

Overview:

The business to be transacted at a Council meeting is contained in the agenda provided to Councillors and available to the public on Council's website. The Chief Executive Officer oversees preparation of the agenda and determines the content and order of business to facilitate open, efficient and effective processes of government. The role of the Mayor includes providing advice to the Chief Executive Officer when the Chief Executive Officer is setting the agenda for Council meetings. Council can admit an item of urgent business if it has arisen after distribution of the agenda and cannot be reasonably deferred to the next meeting.

3.6.1 Time limits for Council meetings

- a) A Council meeting must start within 30 minutes of the advertised start time.
- b) A Council meeting will not continue after 11.00 pm unless a majority of Councillors present vote in favour of its continuance. In the absence of such continuance, a Council meeting must stand adjourned to a time, date and place announced by the Chairperson immediately prior to the meeting standing adjourned.

3.6.2 The order of business

The order of business at any Council meeting is to be determined by the Chief Executive Officer so as to facilitate and maintain open, efficient and effective processes of government.

- a) No business can be dealt with at a meeting unless it is:
 - i) Contained on the agenda; or
 - ii) Admitted as urgent business in accordance with Rule 3.6.4;

3.6.3 Change to order of business

Once an agenda has been sent to Councillors, the order of business for that Council Meeting may only be altered by a resolution of the Council. This includes a request for an item to be brought forward.

3.6.4 Urgent Business

- a) Subject to sub-rule b), urgent business may be considered at any scheduled meeting.
- b) Urgent business can only be admitted by resolution of Council and only then if it:
 - i) relates to or arises out of a matter which has arisen since distribution of the agenda; and
 - ii) cannot safely or reasonably be deferred until the next scheduled meeting.
- c) Notwithstanding anything to the contrary in these Governance Rules, a Councillor, with the agreement of the Chief Executive Officer, may only submit or propose an item of urgent business if the matter relates to business that does not:
 - i) substantially affect the levels of Council service;
 - ii) commit Council to significant expenditure not included in the adopted budget;
 - iii) establish or amend Council policy;
 - iv) commit Council to any contractual arrangement;
 - v) require, pursuant to any other policy determined by Council from time to time, the giving of prior notice; and



- vi) the proposed motion(s) is in writing and given to the Chairperson who must seek a resolution of approval from Council to proceed at the particular meeting.
- d) A Councillor proposing that a matter be admitted as Urgent Business must lodge it in writing with the Chief Executive Officer no later than 30 minutes prior to commencement of the meeting.
- e) The Chief Executive Officer may identify and determine a matter appropriate for Council to consider admitting as urgent business and will advise the Mayor as soon as practicable.

3.7 Public Questions, Representations and Submissions

Overview:

As outlined in the purpose of these Governance Rules, Council meetings are held for Council to make its decisions. Although members of the public do not have a statutory right to address Council, provisions are made for Council to respond to questions from the community and for the public to make submissions to Council.

At each meeting there is an opportunity for members of the public to ask questions of the Council. Assistance will be available for any member of the public who requires and seeks support to write their question(s).

Petitioning is a long-established process for members of the community to demonstrate community support for a request or views on a matter, and for that request or view to be presented directly to Council.

This section sets out the procedures to be followed to submit a question, representation, submission or petition, the circumstances under which a question, representation, submission or petition may be disallowed and the process for addressing and responding to the question or petition at or after the meeting.

Council meetings are broadcast to the public and recorded, this includes public questions and representations.

3.7.1 Public Question Time

- a) There shall be a public question time at every meeting to enable members of the public to submit questions to Council. Question time will be for a period of 30 minutes. Council may resolve to alter this time period.
- b) There will be no public question time held at unscheduled meetings or during the local government election caretaker period.
- c) Questions submitted to Council must be prefaced by the name and suburb of the person submitting the question.
- d) Questions submitted to Council must be submitted in writing by 12:00pm on the day of the Council 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.
- e) A person having complied with Rule 3.7.1 d) may register to attend the public gallery and present their questions in person during Public Question Time to Council.



- f) 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 and a written response provided after the Meeting.
- g) Once all registered public questions have been asked and the allocated time for Public Questions Time, including time extensions has not expired, the Chairperson in their discretion may call from the gallery any unregistered person come forward to submit up to two questions at the meeting.
- h) Questions submitted in accordance with Rule 3.7.1 d) that are not able to be considered in the allotted public question time at the meeting, will be referred to the relevant department to provide a response in writing..
- i) Like questions may be grouped together and a single answer provided.
- j) No person may submit more than two questions at any meeting. If a person has submitted more than two questions to a meeting, the third and further questions:
 - i) may, at the discretion of the Chairperson, be deferred until all other persons who have asked a question have had their questions asked and answered; or
 - ii) may not be asked if the time allotted for public question time has expired.
- k) A question may be disallowed by the Chairperson if the Chairperson determines that it:
 - i) relates to a matter outside the duties, functions and powers of Council;
 - ii) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
 - iii) deals with a subject matter already answered;
 - iv) is aimed at embarrassing a Councillor or a member of Council staff;
 - v) relates to personnel matters;
 - vi) relates to the personal hardship of any resident or ratepayer;
 - vii) relates to industrial matters;
 - viii) relates to contractual matters;
 - ix) relates to proposed developments;
 - x) relates to legal advice;
 - xi) relates to matters affecting the security of Council property; or
 - xii) relates to any other matter which Council considers would prejudice Council or any person.
- l) All questions and answers must be as brief as possible, and no discussion may be allowed other than for the purposes of clarification.
- m) The Chairperson may nominate a Councillor or the Chief Executive Officer to respond to a question.
- n) A Councillor or the Chief Executive Officer may require a question to be put on notice. If a question is put on notice, the answer to it must be recorded in the minutes of Council. A written copy of the answer must be sent to the person who asked the question. It is expected that responses to questions will be within Council service levels for correspondence.
- o) Council will have a standard agenda item (with a report) that reflects unanswered questions from question time. This will keep a sequential dated record of questions asked and responses.



- p) A Councillor or the Chief Executive Officer may advise Council that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The Councillor or Chief Executive Officer (as the case may be) must state briefly the reason why the reply should be so given and, unless Council resolves to the contrary, the reply to such question must be so given.

3.7.2 Public representations

The public may make a presentation on all agenda items in a meeting. These items will be called "public representations" on the Council agenda, and:

- a) Presentation's 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.
- b) No unregistered public presenters will be allowed to speak;
- c) The presenter will be given 3 to 5 minutes to address the relevant agenda item(s). Extension of this time is at the discretion of the chair;
- d) If a person submitting a presentation is not present in the gallery, their presentation will be read out subject to the time limits a rule 3.7.2 c);
- e) Any Councillor can ask questions of the public presenter; and
- f) All representations must relate to items on the agenda and be heard prior to each respective agenda item being considered by Council.

3.7.3 Public questions and representations from members of the public not in attendance

- a) Council may, by resolution, determine that the Chief Executive Officer must develop a procedure that enables the submission of questions and statements by members of the public who are not in attendance but are viewing the live broadcast to be admitted to the meeting;
- b) A procedure developed in accordance with sub-rule a) must give consideration to:
 - i) Accessibility;
 - ii) Community members in attendance at the meeting; and
 - iii) Relevance of the question or representation to an item on the agenda for the meeting.

3.7.4 Petitions and Joint Letters

- a) A petition or joint letter received by the Council or an individual Councillor must be lodged with the Chief Executive Officer.
- b) A petition must be on the specified form published by Council available on Councils website and must:
 - i) be in legible and permanent writing;
 - ii) have the full name, address and signature of all individual signatories;
 - iii) not be defamatory, indecent, abusive or objectionable in language or content;
 - iv) not relate to matters beyond the powers of the Council; and
 - v) include the whole of the request of the petitioners or signatories on each page.



- c) The Chief Executive Officer must arrange for petitions to be submitted to the next practicable meeting following their receipt.
- d) Only the petitioner's request and the number of signatories will be included in the agenda for the Council meeting at which it will be considered.
- e) If a petition is addressed to an individual Councillor, and listed on the agenda, that Councillor may read the petition out at the Council meeting without speaking to it. Other petitions will be read by the Chief Executive Officer or his/her delegate.
- f) The only motions that may be considered for any petitions are:
 - i) that the petition be received; and
 - ii) that the petition be referred to the Chief Executive Officer for consideration and response; or
 - iii) that the petition be referred to the Chief Executive Officer for a report to a future Council meeting.
- g) If the petition relates to any item already on the agenda for the Council meeting at which the petition is submitted, the matter may be dealt with in conjunction with that agenda item.
- h) If the petition relates to an operational matter, the Council must refer it to the Chief Executive Officer for consideration.
- i) If the petition relates to:
 - i) a planning matter which is the subject of a public notification process under the *Planning and Environment Act 1987*, or
 - ii) a statutory matter which is the subject of a public submission process;
 the petition will be treated as a joint submission in relation to the planning matter or statutory matter (as the case may be).
- j) A petition may nominate a person to whom a reply must be sent, but if no person is nominated or is the obvious intended contact person, the Council may reply to the first signatory who appears on the petition.
- k) Any petitions that do not comply with these Governance Rules:
 - i) can be referred to relevant Councillors by the Chief Executive Officer for their information; and
 - ii) can be tabled as a joint letter at a Council Meeting.
- l) Nothing in this sub-rule shall prevent the Chief Executive Officer from determining that an electronic or online petition will be submitted to a Council meeting or the Council resolving to consider a petition as urgent business under rule 3.6.4.

3.7.5 Deputations and presentations

- a) Deputations to be referred to Mayor.
- b) Summary of submissions:
 - i) A deputation must lodge with the Chief Executive Officer, a written submission detailing the subject matter of the deputation prior to the deputation addressing Council.
- c) A deputation wishing to be heard by Council may make a written request to the Chief Executive Officer who must refer the request to the Mayor.
- d) Consideration of request:



The Mayor may:

- i) ask the Chief Executive Officer to include the deputation on the agenda for a future Council Meeting; or
 - ii) ask the Chief Executive Officer to include a request for a deputation on the Agenda for a future Council meeting; or
 - iii) in consultation with the Chief Executive Officer, decline the request.
- e) Chief Executive Officer to determine Councillor Briefing request referred to.

If the Mayor asks for a deputation to be heard, the Chief Executive Officer must notify all Councillors of that direction, and also notify a member of the deputation of the date, time, and place at which the deputation will be heard.

- f) Limitations of time upon speakers
Council will not hear more than two (2) speakers on behalf of any deputation, and the Chairperson may set time limits on the length and address of each speaker for a period of 3 minutes.
- g) Questions but no discussion permitted
Councillors and members of Council staff may question the deputation on matters raised by it for purposes of clarification; but no discussion will be allowed.
- h) Matter to be determined at a subsequent meeting.
No motion must be allowed on any deputation until the next meeting after the deputation has been heard.
- i) Prior meeting with deputation
A deputation must meet with Council's appropriate department prior to addressing Council so that the procedures detailed in these sub-rules can be discussed and explained.

3.7.6 Public addressing the meeting

- a) Any member of the public addressing Council must extend due courtesy and respect to Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.
- b) Council may suspend standing orders in accordance with rule 3.12, to hear from a community member or representative of an organisation, on matters of significance to the Council, only if prior arrangements have been made by written request to the Mayor or Chief Executive Officer.

3.7.7 Prohibited items

- a) A person may not bring into the Council Chamber or any building where a meeting is being, or is about to be held, including outside the entrance to the building, any item that may affect the safety or security of the meeting.
- b) Items considered to affect the safety or security of a meeting include:
 - i) Any object larger than a small backpack;
 - ii) Devices that amplify sound;
 - iii) Any other object identified by a Councillor, Council staff or security officer suspected to be dangerous or inappropriate.
- c) The Chairperson may cause the removal of any object or material that is deemed by the Chairperson to be objectionable or disrespectful.



3.7.8 Chairperson may remove

- a) Members of the public present at a Council meeting must not interject during the Council meeting.
- b) If a person, other than a Councillor, interjects or gesticulates offensively during the Council meeting, the Mayor may direct:
 - i) the person to stop interjecting or gesticulating offensively; and
 - ii) if the person continues to interject or gesticulate offensively, the removal of the person.
- c) In causing a person's removal under sub-rule b) ii), or the removal of an object or material under this sub-rule, the Chairperson may ask the Chief Executive Officer, an Authorised Officer or a member of security or Victoria Police to remove the person, object or material.

Explanatory Note: *It is intended that this power to remove a member of the public, be exercisable by the Chairperson, without the need for any Council resolution. The Chairperson may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens his or her authority in chairing the meeting.*

3.7.9 Chairperson may adjourn disorderly meeting

- a) The Chairperson may call a break in a meeting for either a short time, or to resume another day if:
 - i) the behaviour at the Council table or in the gallery is significantly disrupting the meeting; or
 - ii) a meeting has been in progress for longer than 2 hours.
- b) The break referred to in sub-rule a) is an adjournment.
- c) If the Chairperson calls a meeting to resume on another day, the provisions of rule 3.4.5 apply.



3.8 Motions and Debate

Overview:

This section describes the procedure for introducing a motion or amendment, the rules of debate, foreshadowing a motion or amendment and the duty of the Chairperson in relation to accepting motions and amendments. It also describes the process for a Councillor lodging a notice of motion for consideration and/or indicating they will raise a matter at the next Council meeting.

A Councillor may move any motion related to an item included in the agenda. In the interest of transparency and informed decision making, motions or amendments should not introduce new matters to a debate that have not been the subject of the report or background of the motion being considered by Council. Motions are required to be submitted in writing so they can be displayed to the meeting.

As a resolution must be able to be acted upon, a motion must clearly state what is intended and what its effect will be if it becomes the decision. This provides clarity for the implementation of Council decisions.

This section also describes the circumstances and procedures under which a Council decision can be rescinded or altered. It also prescribes a procedure under which a Council policy can be altered or varied.

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.



3.8.3 Introducing a motion at a Council meeting

Before a motion at a Council Meeting is moved, a Councillor may introduce it by indicating, in not more than two (2) minutes:

- a) its intent; or
- b) the desired outcome, if it is passed.

3.8.4 Unacceptable motions at a Council meeting

Any motion which is determined by the Chairperson at a Council meeting to be:

- a) defamatory;
- b) objectionable in language or nature;
- c) vague or unclear in intention;
- d) outside the powers of Council; or
- e) irrelevant to the item of business on the agenda and has not been admitted as urgent or general business, or
- f) purports to be an amendment but is not;

must not be accepted by the Chairperson.

3.8.5 Moving a motion or an amendment to a motion at a Council meeting

Provided rule 3.8.4 does not apply, the procedure for moving any motion or amendment to a motion is:

- a) the mover must state the motion and be given an opportunity to introduce the motion in accordance with rule 3.8.3;
- b) the motion must be seconded by a Councillor other than the mover;
- c) if a motion is not seconded, the motion lapses;
- d) if a motion or an amendment is moved and seconded the Chairperson must ask:
- e) "Is the motion or amendment opposed?"
- f) if a Councillor indicates opposition, then the Chairperson must call on the mover to address the Council meeting;
- g) after the mover has addressed the meeting, the seconder may address the Council Meeting, or the seconder may reserve his or her right to speak later in the debate;
- h) after the seconder has addressed the Council meeting (or after the mover has addressed the Council meeting if the seconder does not address the Council meeting) the Chairperson must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion; and
- i) if, after the mover has addressed the Council meeting, the Chairperson has invited debate and no Councillor speaks to the motion, then the Chairperson must put the motion to the vote.

3.8.6 Right of reply

As a mover of the motion, the Councillor has a right of reply to sum up the debate.

- a) The mover of a motion has a right of reply to matters raised during debate.
- b) The mover of a motion loses his or her right of reply if an amendment to the motion is carried.



- c) The mover of an amendment to a motion does not have a right of reply.
- d) A Councillor exercising a right of reply must not introduce any new matter.
- e) After the right of reply has been taken, the motion must immediately be put to the vote without any further discussion or debate.

3.8.7 Moving an amendment to a motion

- a) Subject to sub-rule b), a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- b) A motion to confirm a previous resolution of Council cannot be amended.

3.8.8 Agreed alterations to a motion or amendment

- a) A motion having been moved and seconded may, with the consent of the mover and seconder, be amended by the minute taker by leaving out, inserting or adding words which must be relevant to the motion and framed so as to complement it as an intelligible and consistent whole, provided that the amendment is made before the motion is voted on.
- b) With the leave of the Chairperson, both the mover and seconder of a motion may agree to an alteration to the original motion proposed by any other Councillor. This does not necessitate the recording of an amendment into the minutes of the meeting as the alteration would then form part of the substantive motion.
- c) A Councillor may request at any time before a vote is taken on a motion or amendment which is in two or more parts, that each part be put to the vote separately. The Chairperson may agree with or refuse such a request or can decide to put any motion to the vote in separate parts.

3.8.9 Who may propose an amendment

An amendment to a motion may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.

3.8.10 Who may debate an amendment

A Councillor may address the meeting once (1) on any amendment, whether or not they have spoken to the original motion, but their debate must be confined to the terms of the amendment.

3.8.11 How many amendments may be proposed

- a) Any number of amendments may be proposed to a motion but only one (1) amendment may be accepted by the Chairperson at any one time.
- b) No second or subsequent amendment may be taken into consideration until the previous amendment has been dealt with.

3.8.12 An amendment to a motion once carried

- a) If the amendment to a motion is carried, the motion as amended then becomes the motion before the Council meeting.
- b) the mover and seconder of the amendment are deemed to be the mover and seconder of the motion before the meeting.

3.8.13 An amendment to a motion if lost

- a) If the amendment to a motion is lost, the debate can resume from where it left off.



- b) A Councillor who has already spoken to the original motion must not speak again unless to continue the debate as if the amended motion had not been put.

3.8.14 Withdrawal of motions

Before any motion is put to the vote, it may be withdrawn by the mover with agreement from the seconder or by resolution of Council.

3.8.15 Chairperson may allow motions to be moved in a block

The Chairperson may, in his or her discretion, allow or request Councillors to move "like items" in a block.

3.8.16 Priority of address

In the case of competition for the right to speak, the Chairperson must decide the order in which the Councillors concerned will be heard.

3.8.17 Motions in writing

- a) All motions, except procedural motions, should be in writing.
- b) Council may adjourn the Council meeting while the motion is being written or Council may defer the matter until the motion has been written, allowing the Council meeting to proceed uninterrupted.
- c) The Chairperson may request the person taking the minutes of the Council meeting to read the motion or amendment to the Council meeting before the vote is taken.

3.8.18 Debate must be relevant to the question

- a) Debate must always be relevant to the question before the Chairperson, and, if not, the Chairperson must request the speaker to confine debate to the question.
- b) If after being requested to confine debate to the question before the Chairperson, the speaker continues to debate irrelevant matters, the Chairperson may direct the speaker to be seated and not speak further in respect of the question then before the Chairperson.
- c) A speaker to whom a direction has been given under sub-rule b), must comply with that direction.

3.8.19 Speaking times

A Councillor must not speak longer than the time set out below, unless granted an extension by the Chairperson:

- a) the mover of a motion or an amendment: five (5) minutes;
- b) seconder of the motion or an amendment: three (3) minutes;
- c) any other Councillor: three (3) minutes; and
- d) subject to rule 3.8.6, the mover of a motion exercising a right of reply: two (2) minutes.

3.8.20 Addressing the Council Meeting

If the Chairperson so determines:

- a) Any person addressing the Chairperson must refer to the Chairperson as:

Madam Mayor; or

Mr Mayor; or

Madam Chair; or

Mr Chair; or



as the case may be.

- b) All Councillors, other than the Mayor, must be addressed as
Cr _____ (name).
- c) All members of Council staff, must be addressed as
Mr, Mrs or Ms _____ (name) as appropriate or by their official title.

3.8.21 Foreshadowing motions

- a) At any time during debate a Councillor may foreshadow a motion so as to inform Council of his or her intention to move a motion at a later stage in the Council meeting, but this does not extend any special right to the foreshadowed motion.
- b) A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the Chairperson being resolved in a certain way, a Councillor intends to move an alternative or additional motion.
- c) A motion foreshadowed has no procedural standing and is merely a means to assist the flow of the meeting.
- d) The Chief Executive Officer or person taking the minutes of the meeting will not record a foreshadowed motion in the minutes until the foreshadowed motion is formally moved.

3.8.22 Right to ask questions

- a) Subject to sub-rule c), a Councillor may, at any time when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Council.
- b) Questions are not to be asked between moving and seconding a motion except to seek clarification on the motion moved.
- c) The Chairperson has the right to disallow any question that does not specifically relate to the motion or amendment directly before it and to disallow any question should they, in the reasonable opinion of the Chairperson, be considered irrelevant.
- d) The Chairperson has the right to limit questions and direct that debate be commenced or resumed.

3.8.23 Procedural motions

- a) Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the Chairperson.
- b) Procedural motions require a seconder.
- c) Notwithstanding any other provision in these Governance Rules, procedural motions must be dealt with in accordance with the procedures set out in the Procedural Motions Table in this rule 3.8.23.



PROCEDURAL MOTIONS TABLE

Motion	Form	Mover/Seconded	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Adjournment of debate to later hour and/or date	'That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	<ul style="list-style-type: none"> a) During the election of the Mayor/Deputy Mayor; b) During the election of a Chairperson; or c) When another Councillor is speaking 	Motion and any amendment is postponed to the stated time and/or date	Debate continues unaffected	Yes
Adjournment of debate indefinitely	'That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	<ul style="list-style-type: none"> a) During the election of a Chairperson; b) When another Councillor is speaking; c) When a motion would have the effect of causing Council to be in breach of a legislative requirement 	Motion and any amendment postponed but may be resumed at any later Council meeting if on the agenda	Debate continues unaffected	Yes
The Closure (of debate)	'That the motion now be put'	Any Councillor who has not moved or seconded the original motion or spoken for/against the original motion	During nominations for a <i>Chairperson</i>	Motion or amendment is put to the vote immediately without further debate, subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion	Debate continues unaffected	No
Laying a motion on the table (pausing debate)	'That the motion be laid on the table'	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	<ul style="list-style-type: none"> a) During the election of a Chairperson; b) When another Councillor is speaking; c) When a motion would have the effect of causing Council to be in breach of a legislative requirement 	<p>Motion and amendment is not further discussed or voted on until:</p> <ul style="list-style-type: none"> a) Council resolves to take the question from the table at the same Council meeting; or <p>The matter is placed on a subsequent agenda and Council resolves to take the question</p>	Debate continues unaffected	No
Take a motion from the table (resume debate on a matter)	'That the motion in relation to xx be taken from the table'	Any Councillor	When no motion is on the table	Debate of the item resumes	Debate of the item remains paused	No



Motion	Form	Mover/Seconder	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Proceeding to next business	<p>'That the meeting proceed to the next business:</p> <p>Note: This motion:</p> <p>a) may not be amended; b) may not be debated; and</p> <p>must be put to the vote as soon as seconded'</p>	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	<p>a) During the election of a Chairperson;</p> <p>b) When another Councillor is speaking;</p> <p>c) When a motion would have the effect of causing Council to be in breach of a legislative</p>	<p>If carried in respect of:</p> <p>a) An amendment - Council considers the motion without reference to the amendment;</p> <p>b) A motion – no vote or further discussion on the motion until it is placed on an agenda for a later Council meeting</p>	Debate continues unaffected	No
Repetitious Motion	'That the motion is a Repetitious Motion'	A Councillor who has not spoken to the motion or any amendment of it	<p>a) During the election of a Chairperson;</p> <p>b) When another Councillor is speaking</p>	<p>a) No vote or further discussion on the motion unless it is placed on an agenda for a later meeting;</p> <p>b) Proceed to next business</p>	Debate continues unaffected	Yes
Alter the order of business	'That the item listed at xx on the agenda be considered before/after the item listed as xy'	Any Councillor	<p>(a) At a Meeting to elect the Mayor; or</p> <p>(b) During any debate</p>	Alters the order of business for the meeting	Items are considered in the order as listed in the agenda	No
Suspension of Standing Orders	'That Standing Orders be suspended to ...' (reason must be provided)	Any Councillor (including the Mayor/Chairperson)	During debate	The rules of the <i>Meeting</i> are temporarily suspended for the specific reason given in the motion	The meeting continues unaffected	No and no debate or decision on any matter. Resolution to resume Standing Orders is the only decision permissible.
Resumption of Standing Orders	'That Standing Orders be resumed'	Any Councillor (including the Mayor/Chairperson)	Between a motion being moved and seconded	The temporary suspension of the rules of the meeting is removed	The meeting cannot continue	No



Motion	Form	Mover/Second	When prohibited	Effect if Carried	Effect if Lost	Debate Permitted
Consideration of confidential matter(s) (Close the meeting to members of the public)	That, in accordance with section 66(2)(a) of the Act, the meeting be closed to members of the public for the consideration of item ## which is confidential as it relates to ## (insert grounds from definition)	Any Councillor	During the election of the Mayor/Deputy Mayor	The meeting is closed to members of the public	The meeting Continues to be open to the public	Yes
Reopen the meeting	'That the meeting be reopened to members of the public'	Any Councillor		The Meeting is reopened to the public	The meeting remains closed to the public	No

3.8.24 Notice of Rescission or Amendment

- a) A previous resolution of Council may be rescinded or amended by:
 - i) a report included on the agenda for a Council meeting; or
 - ii) a notice of rescission or amendment proposed by a Councillor in accordance with this rule 3.8.24.
- b) Councillor may propose a notice of rescission or amendment provided:
 - i) the resolution proposed to be rescinded or amended has not been acted on; and
 - ii) the notice of rescission or amendment is received in writing by the Chief Executive Officer in accordance with rule 3.8.1, setting out:
 - iii) the resolution to be rescinded or amended; and
 - iv) the meeting and date when the resolution was carried.

Explanatory Note: It should be remembered that a notice of rescission or amendment is a form of notice of motion. Accordingly, all provisions in these Governance Rules regulating notices of motion equally apply to notices of rescission.

- c) The Chief Executive Officer, or a member of Council staff with responsibility for it, may implement a resolution at any time after the close of the meeting at which it was made. A resolution will be deemed to have been acted on if:
 - i) its contents have, or substance has, been formally communicated to a person whose interests are materially affected by it; or
 - ii) a statutory process has been commenced;

so as to vest enforceable rights in or obligations on Council or any other person.



Explanatory Note: *By way of example, assume that, on a Monday evening, Council resolves to have legal representation at a planning appeal to be heard on the following Monday. Assume also that, immediately after that resolution is made, a Councillor lodges a notice of motion to rescind that resolution. Finally, assume that the notice of rescission would not be dealt with until the next Monday evening (being the evening of the day on which the planning appeal is to be heard). In these circumstances, deferring implementation of the resolution would have the effect of depriving the resolution of efficacy. This is because the notice of rescission would not be debated until after the very thing contemplated by the resolution had come and gone. In other words, by the time the notice of rescission was dealt with the opportunity for legal representation at the planning appeal would have been lost.*

Sub-rule 3.8.24 c) would, in such circumstances, justify the Chief Executive Officer or an appropriate member of Council staff actioning the resolution rather than deferring implementation of it.

3.8.25 Notice of Rescission or Amendment if lost

If a notice of rescission or amendment is lost, a similar motion may not be put before Council for at least six (6) months from the date it was last lost, unless Council resolves that the notice of rescission or amendment be re-listed at a future Council meeting.

3.8.26 If not moved

If a notice of rescission or amendment is not moved at the Council meeting at which it is listed, it lapses.

3.8.27 May be moved by any Councillor

A notice of rescission or amendment listed on an agenda may be moved by any Councillor present but may not be amended.

3.8.28 When not required

A notice of rescission or amendment is not required where Council wishes to change policy.

3.8.29 Changes to Council Policy

- a) Council reviews its policies to ensure they are current and continue to reflect community expectations and the position held by Council.
- b) It is good practice for Council to review significant policies at least once in each Council term (every 4 years) and such reviews may lead to change in policy position.
- c) Subject to sub-rule d), if Council wishes to change a Council policy, a formal notice of rescission is not required.
- d) If a policy has been in force in its original or amended form for less than 12 months, any intention to change the policy which may result in a substantial change to the policy's application or operation for members of the public should be communicated to those affected, and their comment sought, prior to the policy being changed.



3.9 Voting

Overview:

At the conclusion of debate on a matter before the meeting, the Chairperson must put the question, motion or amendment to the vote. Each Councillor is entitled to one vote and voting must be able to be seen by those participating in the meeting and those observing the meeting. The vote is determined by a majority of the Councillors present at the meeting at the time the vote is taken voting in favour of the motion.

If a vote is tied, the Chairperson has a casting vote.

Sometimes a Councillor may want his or her vote to be recorded – this is provided for in this section, along with the procedure for when a Councillor calls for a division on a vote which is when the way in which each Councillor voted is recorded.

Provision is made for the introduction of an electronic voting system as long as Council has resolved to implement the system and all participants in a meeting and those observing a meeting are able to see which way Councillor has voted on a matter at the time the vote is taken.

3.9.1 How a motion is determined

- a) To determine a motion before a Council Meeting, the Chairperson must:
 - i) first call for those in favour of the motion;
 - ii) then those opposed to the motion; and
 - iii) if required, identify any Councillor who has abstained from voting, and then declare the result to the Council Meeting.

3.9.2 How a motion is determined

In the event of a tied vote, the Chairperson has a casting vote in accordance with the Act.

3.9.3 By show of hands

Unless Council resolves otherwise, voting on any matter is by show of hands.

3.9.4 Procedure for a division

- a) Immediately after any question or motion is put to a Council meeting and before the next item of business has commenced, a Councillor may call for a division.
- b) When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.
- c) When a division is called for, the Chairperson must:
 - i) first ask each Councillor wishing to vote in the affirmative to raise a hand and upon such request being made, each Councillor wishing to vote in the affirmative must raise one (1) of his or her hands;
 - a. the Chairperson must then state and the Chief Executive Officer or his or her delegate must record, the names of those Councillors voting in the affirmative; and
 - ii) then ask each Councillor wishing to vote in the negative to raise a hand and upon such request being made, each Councillor wishing to vote in the negative must raise one (1) of his or her hands;



- a. the Chairperson must then state and the Chief Executive Officer or his or her delegate must record, the names of those Councillors voting in the negative;
- b. the Chief Executive Officer or his or her delegate must record, the names of those Councillors who abstained from voting.

3.9.5 No discussion once declared

Once a vote on a question or motion has been taken, no further discussion relating to the question or motion is allowed unless the discussion involves:

- a) a Councillor requesting, before the next item of business is considered, that his or her opposition to a resolution be recorded in the minutes;
- b) foreshadowing a notice of rescission or amendment where a resolution has just been made; and or a positive motion where a resolution has just been rescinded; or
- c) foreshadowing a notice of rescission or amendment, in which case what is foreshadowed must be noted in the minutes of the Council meeting.

Explanatory Note: For example, rule 3.9.5 would allow some discussion if, immediately after a resolution was made, a Councillor foreshadowed lodging a notice of rescission to rescind that resolution.

For instance, assume that Council resolved to refuse a planning permit application. Assume further that this resolution was rescinded. Without a positive resolution – to the effect that a planning permit now be granted – the planning permit application will be left in limbo. Hence the reference, in sub-rule b), to discussion about a positive motion where a resolution has just been rescinded.

3.10 Points of Order

Overview:

A point of order is taken when a Councillor officially draws the attention of the Chairperson of a Council Meeting to an alleged irregularity in the proceedings. Valid points of order, the process for raising and ruling on a point of order, and the procedure if there is dissent on the Chair's ruling are described in this section.

3.10.1 Points of Order

A point of order may be raised in relation to:

- a) an act that is contrary to these Governance Rules;
- b) an act of disorder or conduct in contravention of the Councillor Code of Conduct;
- c) a question of procedure under these Governance Rules;
- d) an act or conduct that is frivolous, vexatious or constitutes improper conduct; or
- e) any act of disorder.

3.10.2 Procedure for point of order

- a) A Councillor raising a point of order must nominate the ground under rule 3.10.1 relied upon to support the point of order being taken.
- b) When the point of order is raised, the Councillor who is speaking must stop and remain silent until the point of order is decided upon, unless otherwise directed by the Chairperson.
- c) The Chairperson may request a Councillor provide an explanation in respect to the point of order raised.



3.10.3 Chairperson to decide

The Chairperson must decide all points of order by stating the provision, rule, practice or precedent which he or she considers applicable to the point raised without entering into any discussion or comment.

3.10.4 Chairperson may adjourn to consider

- a) The Chairperson may adjourn the Council meeting to consider a point of order, but otherwise must rule on it as soon as it is raised.
- b) All other questions before Council are suspended until the point of order is decided.

3.10.5 Dissent from Chairperson's ruling

- a) A Councillor may move that the Council meeting disagree with the Chairperson's ruling on a point of order, by moving:
"That the Chairperson's ruling [setting out that ruling or part of that ruling] be dissented from".
- b) When a motion in accordance with this sub-rule is moved and seconded, the Chairperson must leave the Chair; the Deputy Mayor, or temporary Chairperson appointed by the meeting must take his or her place.
- c) The temporary Chairperson must invite the mover to state the reasons for his or her dissent and the Chairperson may then reply.
- d) The temporary Chairperson must put the motion in the following form:
"That the Chairperson's ruling be dissented from."
- e) If the vote is in the negative, the Chairperson resumes the Chair and the Council meeting proceeds.
- f) If the vote is in the affirmative, the Chairperson must then resume the Chair, reverse or vary (as the case may be) his or her previous ruling and proceed.
- g) The defeat of the Chairperson's ruling is in no way a motion of censure or no confidence in the Chairperson; and should not be so regarded by the Council meeting.

3.10.6 Contradiction or Opinion

A point of order may not be raised to express a mere difference of opinion or to contradict a speaker.

Explanatory Note: *Rising to express a difference of opinion or to contradict a speaker is not a point of order.*

3.10.7 Disorderly Conduct by a Councillor

- a) The conduct of Councillors at Council meetings is governed by the Act, these Governance Rules and the Councillor Code of Conduct.
- b) During the course of any Council meeting, Councillors must comply with the Councillor Code of Conduct, a copy of which is available on the website, or can be obtained by contacting the Chief Executive Officer's office
- c) Where a Councillor engages in improper or disorderly conduct, or acts in a way that otherwise disrupts the meeting, and prevents the conduct of Council business:
 - i) Council may, by resolution, suspend that Councillor from a portion of the meeting or from the balance of the meeting where the Chairperson has warned the Councillor to cease that behaviour; or



- ii) The Mayor, under section 19 of the Act, at a Council meeting, having previously warned the Councillor to cease that behaviour, may direct a Councillor to leave the meeting for a period of time or the balance of the meeting.
- d) Where Council suspends a Councillor under sub-rule c) i), or the Mayor directs a Councillor to leave the meeting under sub-rule c) ii) the Councillor will take no active part in the portion of the meeting from which he or she has been suspended.
- e) If a Councillor has been suspended from a meeting or directed to leave in accordance with sub-rule c) the Chairperson may ask the Chief Executive Officer, an Authorised Officer or a member of Victoria Police to remove the Councillor.

The Act (section 19(1)(b) provides the power to the Mayor to direct a Councillor, subject to any procedures or limitations specified in the Governance Rules, to leave a Council meeting if the behaviour of the Councillor is preventing the Council from conducting its business.

3.11 Minutes

Overview:

The minutes of a meeting must contain details of the proceedings and resolutions made, be clearly expressed, be self-explanatory and incorporate relevant reports or a summary of the relevant reports considered in the decision-making process. The minutes of a Council meeting must be submitted to the next appropriate Council meeting for confirmation.

3.11.1 Keeping of minutes

- a) The Chief Executive Officer (or other person authorised by the Chief Executive Officer to attend the Council Meeting and to take the minutes of such meeting) must keep minutes of each Council meeting and those minutes must record:
 - i) the date, place, time and nature of the Council meeting;
 - ii) the names of the Councillors present and the names of any Councillors who apologised in advance for their non-attendance;
 - iii) the titles of the members of Council staff present who are not part of the gallery;
 - iv) any disclosure of an interest or a conflict of interest made by a Councillor in accordance with the Act;
 - v) arrivals and departures (including temporary departures) of Councillors during the course of the Council meeting;
 - vi) each motion, amendment moved and foreshadowed motions (including motions and amendments that lapse for the want of a seconder);
 - vii) the outcome of every motion moved
 - viii) the vote cast by each Councillor upon a division;
 - ix) the vote cast by any Councillor who has requested that his or her vote be recorded in the minutes;
 - x) when requested by a Councillor, a record of their support of, opposition to, or abstention from voting on any motion, noting that under s61(5) of the Act that a Councillor present at the meeting who does not vote is taken to have voted against the question;
 - xi) questions upon notice;
 - xii) the failure of a quorum;



- xiii) any adjournment of the Council meeting and the reasons for that adjournment; and
- xiv) the time at which standing orders were suspended and resumed.

3.11.2 Confirmation of minutes

At every Council meeting the minutes of the preceding Council meeting must be dealt with as follows:

- a) a copy of the minutes must be delivered to each Councillor no later than 2 days before the next Council meeting;
- b) if no Councillor indicates opposition, the minutes must be declared to be confirmed;
- c) if a Councillor indicates opposition to the minutes:
 - i) he or she must specify the item(s) to which he or she objects;
 - ii) the objected item(s) must be considered separately and in the order in which they appear in the minutes;
 - iii) the Councillor objecting must move a motion clearly setting out the alternative wording to amend the minutes without speaking to the motion; and;
 - iv) the motion must then be open to debate and at the conclusion of debate, the Chairperson must put the motion to the vote;
- d) a resolution of Council must confirm the minutes and the minutes must, if practicable, be signed by the Chairperson of the Council meeting at which they have been confirmed.

3.11.3 No debate on confirmation of minutes

No discussion or debate on the confirmation of minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

3.11.4 Deferral of confirmation of minutes

Council may defer the confirmation of minutes until later in the Council meeting or until the next Council meeting if considered appropriate.

3.11.5 Recording of meetings

- a) If Council resolves that the proceedings of a Council meeting be recorded, the Chief Executive Officer (or his or her delegate) may record on suitable recording equipment all proceedings of a meeting of Council except where the meeting is closed to the public in accordance Section 66(2)(a) of the Act.
- b) Subject to sub-rule a), a person must not operate photographic, audio or video recording equipment or any other recording device at any Council meeting without first obtaining the consent of Council or the Chairperson (as the case may be). Such consent may at any time during the course of such meeting be revoked by Council or the Chairperson (as the case may be).
- c) Where Council has identified that it will record such meetings, visitors will also be advised by appropriate venue signage that while care is taken through recording/filming to maintain a person's privacy as an attendee in the gallery, they may be recorded on audio/film.

3.11.6 Records of Council meetings

Records should be kept of Council meetings in accordance with the Act.



3.12 Suspension of Standing Orders

Overview:

Standing Orders are the rules made to govern the procedure at Council meetings contained in these Governance Rules. The standing orders cover a range of matters including the order of business, rules of debate, procedural motions and election procedures. Standing Orders can be suspended to facilitate the business of a meeting.

3.12.1 Suspension of Standing Orders

Council may decide to suspend the Council meeting to discuss the issues surrounding an item on the agenda. Council may hold this discussion in the Council Chamber or move to another room to discuss in private

- a) To expedite the business of a Council meeting, Council may suspend standing orders.

Explanatory Note: *The suspension of standing orders should be used to enable full discussion of any issue without the constraints of formal meeting procedures. Its purpose is to enable the formalities of meeting procedures to be temporarily disposed of while an issue is discussed.*

- b) The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of Council. An appropriate motion would be:
"That standing orders be suspended to enable discussion on....."
- c) Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:
"That standing orders be resumed."

3.13 Circumstances in which Council will close a meeting to members of the public

Overview:

Council is committed to openness and transparency in its decision making and will only close a meeting to members of the public when it is unavoidable. In circumstances where a meeting is closed to the public to maintain order or safety and security, the meeting will be live broadcasted.

The Act provides the basis for matters to be considered as confidential. Council will only close a meeting to the public for consideration of confidential matters in accordance with the Act and its Public Transparency Policy.

3.13.1 Meetings closed to the public

- a) The Chief Executive Officer may determine to advertise that a meeting will be closed to members of the public if:
- i) There is reason to believe the safety or security of Councillors, Council staff or members of the public will be at risk if the meeting is open to the public; or
 - ii) All matters to be considered at the meeting are confidential in nature.
- b) Council may resolve to close a meeting to members of the public if:
- i) There is reason to believe the safety or security of Councillors, Council staff or members of the public is at risk; or
 - ii) A meeting, has become, or is at risk of becoming so disorderly that the business of Council cannot be conducted; or



- iii) The matter to be considered relates to confidential matters.
- c) Having closed the meeting in accordance with sub-rule b), Council may resolve that its decision or any report considered, or any part of its decision or part of any report considered, may be released to the public, to provide clarity that a Councillor or Council staff member who discusses those elements resolved to be released is not releasing confidential information.

3.13.2 Designated Confidential information

- a) If, after the repeal of section 77(2)(c) of the *Local Government Act 1989*, the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the Act, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- b) Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing, accordingly, will be presumed to be confidential information.

3.14 Meetings conducted remotely

Overview:

Council is permitted by the Act to hold meetings by electronic means, and a Council meeting will be open to the public if members of the public are able to attend it in person, or if it is broadcasted live on Council's website.

Where a meeting is conducted remotely, the Rules will be modified in accordance with this Part 3.14.

3.14.1 Requests to attend Council Meeting by electronic means

- a) Councillors and members of Delegated Committees who wish to attend a Meeting by electronic means, may submit a request in writing to the Chairperson.
- b) The submission must state the reason requesting attendance by electronic means.
- c) The request must be made at least 8 hours prior to the meeting(s) that will be attended via electronic means.
- d) The Chairperson must consider request for attendance by electronic means.
- e) The Chairperson will provide a response to the request by no later than 4 hours prior to commencement of the Meeting and notify the rest of the members of the meeting of this decision.
- f) It will remain the responsibility of the Councillor or member of Delegated Committee attending electronically to ensure that they have the required access and environment suitable for electronic communications.
- g) Requests for attending by electronic means for Delegated Committee meetings can be done annually for a maximum period of 12 months



3.14.2 Council Meetings conducted remotely

- a) Where a Councillor attends a Council Meeting conducted remotely, they must be able to:
 - i) hear the proceedings of the Council Meeting;
 - ii) see all Councillors also attending the Council Meeting at least when they are speaking;
 - iii) be seen at all times by all Councillors, members of Council staff and members of the public also attending the Council Meeting; and
 - iv) be heard when they speak.
- b) If the conditions of sub-rule a) cannot be met by one or more Councillors attending a Council Meeting conducted remotely, but a quorum is still present, the:
 - i) Council Meeting will proceed; and
 - ii) Councillor (or Councillors) will be treated as being absent from the Council Meeting, unless the Council Meeting is adjourned in accordance with these Rules.
- c) Nothing in rule 3.14.1 prevents a Councillor from remotely joining a Council Meeting at the time that they achieve compliance with sub-rule a), even if that Council Meeting has already commenced.
- d) The Chief Executive Officer must ensure that a Council Meeting conducted remotely is broadcasted live continuously on Council's website.
- e) Nothing in sub-rule d) requires any portion of a Council Meeting conducted remotely that is closed to the public under section 66(1) of the Act to be broadcasted live on Council's website.
- f) If the live broadcast of a Council Meeting conducted remotely is interrupted for any reason, the Chief Executive Officer must immediately inform the Council Meeting and the Council Meeting must be adjourned and, except for a resolution of Council made under sub-rule f) ii), no further business can be conducted until:
 - i) the live broadcast can be reinstated; or
 - ii) such later date and time fixed by resolution of Council, in which case rule 3.4.6 applies.



CHAPTER 4 – DELEGATED COMMITTEES

Overview:

Council may establish Delegated Committees as part of its governance framework. Delegated Committees can comprise Councillors, members of Council staff and others and must be chaired by a Councillor. As Council may delegate specific powers, duties and functions to Committees, their meeting procedures need to be formal.

Delegated Committee

- 4.1.1** If Council establishes a Delegated Committee, these Governance Rules will apply to the Delegated Committee meetings with any necessary modifications.
- 4.1.2** For the purpose of sub-rule 4.1.1:
- a) a Council meeting is to be read as a reference to a Delegated Committee meeting;
 - b) a Councillor is to be read as a reference to a member of the Delegated Committee; and
 - c) a reference to the Mayor is to be read as a reference to the Chairperson of the Delegated Committee.
- 4.1.3** If Council establishes a Delegated Committee, Council may resolve that a provision of these Governance Rules do not apply to that committee.



CHAPTER 5 – CONFLICTS OF INTEREST

Overview:

The Act defines general and material conflicts of interest and provides exemptions for remoteness and interests in common with a substantial proportion of ratepayers along with other specific circumstances.

The Act also provides that Council must include in its Governance Rules procedures for disclosures of Conflicts of interest, including at meetings conducted under the auspices of Council that are not Council meetings. Meetings conducted under the auspices of Council include those meetings arranged or hosted by Council.

These Governance Rules provide the procedures for disclosures of conflicts of interest.

Further guidance is available from the Managing Conflicts of Interest guideline.

5.1 Obligations with regard to conflict of interest

5.1.1 Councillors, members of Delegated Committees and Council staff are required to:

- a) Avoid - all situations which may give rise to conflicts of interest;
- b) Identify - any conflicts of interest; and
- c) Disclose – or declare all conflicts of interest.

5.2 Councillors and Members of Delegated Committees

5.2.1 May not participate in discussion or decision-making on a matter in which they have a conflict of interest.

5.2.2 When disclosing a conflict of interest, Councillors must clearly state their connection to the matter.

5.2.3 All disclosures of conflicts of interest will be recorded in the minutes of a Council or Delegated Committee meeting.

5.3 Procedure at a Council or Delegated Committee meeting

5.3.1 At the time indicated in the agenda, a Councillor with a conflict of interest in regards to an item on that agenda must indicate they have a conflict of interest by clearly stating;

- a) The item for which they have a conflict of interest; and
- b) Whether their conflict of interest is general or material; and
- c) The circumstances that give rise to the conflict of interest.

5.3.2 Immediately prior to the consideration of the item in which they have a conflict of interest, a Councillor or member of a Delegated Committee must indicate to the meeting the existence of the conflict of interest and leave the meeting.

5.3.3 A Councillor who is not present at the designated time in the agenda for disclosures of conflicts of interest, must disclose their conflict of interest in the manner that is required for the declarations of conflicts of interest at sub-rule 5.3.1 prior to leaving the meeting.

5.3.4 A Councillor or member of a Delegated Committee who discloses a conflict of interest and leaves a Council meeting must not communicate with any participants in the meeting while the decision is being made.



5.4 Procedure at Advisory Committee Meetings and other meetings organised, hosted or supported by Ballarat

- 5.4.1** A Councillor or a member of an Advisory Committee who has a conflict of interest must not participate in discussion of matters that will come before Council for a decision, or the subject of a decision to be made by a member of staff acting under delegation.
- 5.4.2** At the time indicated on the agenda, a Councillor or a member of an Advisory Committee with a conflict of interest will indicate the existence of the conflict of interest and the matter in which the conflict of interest arises.
- 5.4.3** If there is no agenda, a Councillor or a member of an Advisory Committee with a conflict of interest will indicate the existence of the conflict of interest as soon the matter arises.
- 5.4.4** At the time for discussion of that item, the Councillor or a member of an Advisory Committee will leave the discussion and not communicate with any members of the meeting for the duration of the discussion.
- 5.4.5** The existence of a conflict of interest will be recorded in the minutes of the meeting.
- 5.4.6** If there are no minutes kept of the meeting, the conflict of interest will be recorded in a meeting record and provided to the Governance team for recording in the conflicts of interest register.
- 5.4.7** The meeting minutes or record will also record the duration of the discussion and whether the Councillor or a member of an Advisory Committee left the meeting.
- 5.4.8** Meeting records and reports will be presented to Council for noting and inclusion on the public record.

5.5 Council staff

- 5.5.1** Must act in accordance with the Employee Code of Conduct.
- 5.5.2** Must not exercise a delegation or make a decision on any matter where they have a conflict of interest.
- 5.5.3** May be permitted to provide advice to a decision maker if a conflict of interest exists, subject to the procedure and disclosure provisions at rule 5.6 and the Employee Code of Conduct.

5.6 Procedure for disclosures of conflicts of interest by Council Staff

- 5.6.1** Council staff must disclose the existence of all conflicts of interest in writing and in the form determined by the Chief Executive Officer.
- 5.6.2** All conflicts of interest disclosed by Council staff will be provided to the Governance team for recording in the conflicts of interest register.
- 5.6.3** A Council staff member who has disclosed a conflict of interest may provide advice to Council or another staff member acting under delegation if:
 - a) The number and qualifications of other people providing advice regarding the same matter is equal or greater; or
 - b) The staff member who has disclosed the conflict of interest is the only staff member with expertise in the area; and
 - c) The staff member's Director determines that the conflict of interest has not influenced the advice provided; and
 - d) The existence of the conflict of interest is documented in all advice provided by that staff member, including any Council Report(s) and in the case of verbal advice, is documented by the decision maker.



5.7 Contractors and Consultants

- 5.7.1** All Contractors and consultants engaged by Council to provide advice to the decision-making process will be required to disclose conflicts of interest.
- 5.7.2** A Contractor or consultant who discloses a conflict of interest will not be engaged to provide advice on that matter unless;
- a) The conflict is so remote or insignificant it could not be considered to influence the advice being provided; or
 - b) There are no other contractors or consultants reasonably available and qualified to provide the technical advice required; and
 - c) The conflict of interest is documented in all advice provided by that contractor or consultant, as well as any Council Report(s). or consultant.

The Act has specific provisions governing conflicts of interest:

Section 127 of the Act - General conflict of interest

- (1) *(1) Subject to section 129, a relevant person has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.*
- (2) *For the purposes of subsection (1)—*

***private interests** means any direct or indirect interest of a relevant person that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief;*

***public duty** means the responsibilities and obligations that a relevant person has to members of the public in their role as a relevant person.*

128 Material conflict of interest

- (1) *Subject to section 129, a relevant person has a material conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.*
- (2) *The benefit may arise or the loss incurred—*
 - (a) *directly or indirectly; or*
 - (b) *in a pecuniary or non-pecuniary form.*
- (3) *For the purposes of this section, any of the following is an affected person—*
 - (a) *the relevant person;*
 - (b) *a family member of the relevant person;*
 - (c) *a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body;*
 - (d) *an employer of the relevant person, unless the employer is a public body;*
 - (e) *a business partner of the relevant person;*
 - (f) *a person for whom the relevant person is a consultant, contractor or agent;*
 - (g) *a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee;*
 - (h) *a person from whom the relevant person has received a disclosable gift.*



CHAPTER 6 – DELEGATIONS

Overview:

Council can make decisions (act) in two ways – by resolution at a Council meeting or by delegation (others acting on its behalf). The Act provides for Council to delegate to the Chief Executive Officer powers, duties or functions of a Council.

Delegation of Council powers to the Chief Executive Officer and other members of Council staff is a long-established practice to enable day to day operational decisions to be made efficiently. Delegation of Council powers is primarily enabled and regulated by the Local Government Act 2020, however powers, duties and functions may be delegated from a range of Acts, Regulations and local laws.

Additionally, the Act and other legislation confers some powers duties and functions directly to the Chief Executive Officer. These may also be delegated by the Chief Executive Officer to various positions in the organisation's structure.

Delegations are to a position in the organisational structure rather than to a person.

6.1 Delegations

- 6.1.1 A delegate must exercise and perform the duties and functions set out in the Instrument of Delegation and in accordance with any legislation or policies of Council.
- 6.1.2 A delegate making a decision that will affect any person's rights, will identify whose rights may be affected and provide an opportunity for that person (or persons) to convey their views regarding the effect on their rights, and consider those views.
- 6.1.3 Delegates must keep where appropriate records of decisions and actions taken under delegation.
- 6.1.4 The Chief Executive Officer may designate certain decisions made under delegation as matters to be reported to Council.
- 6.1.5 Council's public register of delegations will be available on its website and for inspection, on request, at Council's offices.



CHAPTER 7 – JOINT COUNCIL MEETINGS

Overview:

Regional collaboration provides benefits to the Ballarat community through collective procurement, increased advocacy and alignment for major projects. While on some matters that are worked on in partnership it's possible for the participating Councils to make their own decisions and determinations, in some circumstances, it may be beneficial to hold joint Council meetings as provided for in the Act.

7.1 Collaboration through partnership

7.1.1 Council may resolve to participate in a joint Council meeting to consider:

- a) Matters subject to discussion of the [insert existing alliance];
- b) Collaborative projects;
- c) Collaborative procurement; or
- d) Emergency Response.

7.1.2 If Council has resolved to participate in a joint Council meeting, the Chief Executive Officer (or delegate) will agree on governance rules with the participating Councils.

7.2.3 Where Ballarat is the lead Council on a matter to be brought for consideration at a joint Council meeting, the Mayor will be nominated to Chair the joint Council meeting.

The Act has specific provisions governing joint meetings of Councils:

Section 62 of the Act – Joint meetings of Councils

- (1) Two or more Councils may determine to hold a joint meeting.
- (2) A joint meeting is a Council meeting of each Council for the purposes of this Act and the provisions of this Act, except section 61(3), (4) and (5)(d), apply accordingly.
- (3) A joint meeting is to be constituted by the Councillors of the Councils holding the joint meeting consisting of—
 - (a) the total number of Councillors determined by the Councils holding the joint meeting; and
 - (b) at least 3 Councillors from each of the Councils holding the joint meeting.
- (4) A quorum at a joint meeting is constituted by the number of Councillors that is equal to at least a majority of the Councillors from each of the Councils holding the joint meeting.
- (5) Subject to subsections (2) and (6), the procedures for conducting a joint meeting are to be determined by the Councils holding the joint meeting.



CHAPTER 8 – WHAT INFORMS DECISION-MAKING

Overview:

Advisory Committees play a key role in connecting community views and experts with the decision-making processes of Council. These committees provide advice to Council and to Council officers exercising delegation to make decisions or implement policy.

These committees, are usually comprised of community members and Councillors, and may sometimes include representatives of community organisations. These committees are essential forums to provide input to the development of Council policy and decision making in their areas of focus.

Reporting of these committees to Council is a transparency mechanism.

The appointment of Councillors to specific areas of responsibility also provides a framework for relationships between Councillors and the administration of Council to underpin informed decision-making.

Council also has Councillor representatives on external committees and organisations to ensure Council's voice is heard in key priority areas. These committees and organisations also inform Council, via its representatives, in regard to sector and/or expert views.

This section also provides for the appointment of Councillors as members of committees established by the Council, and as Council representatives or delegates on external committees and organisations.

8.1 Advisory Committees

8.1.1 Role and Term of Advisory Committees

- a) In the first year of each Council term, Council will establish its Advisory Committees for the next four years;
- b) Advisory Committees established by Council will be consulted for input on related policy, strategy or major operational proposals.
- c) Advisory Committees established by Council will be chaired by a Councillor appointed in accordance with rule 8.1.2;
- d) Each Advisory Committee will be established in accordance with a model terms of reference determined by the Chief Executive Officer that at a minimum will prescribe:
 - i) Membership terms that provide for renewal of membership and continuity of contribution, with provision for initial appointments to support rotation of memberships;
 - ii) Inclusive and transparent recruitment processes for community member membership and participation;
 - iii) Requirements for disclosures of conflicts of interest; and
 - iv) A description of the roles of members including attendance and participation requirements, role of the committee, Councillor chair, reporting requirements, and confidentiality.
- e) Any person appointed to an Advisory Committee that nominates for election to Council, State Parliament or Federal Parliament must take leave of absence from their Committee position from the time of declaring they have nominated (or intend to nominate). Upon election, they will be deemed to have resigned from the Committee.



- f) In order to maintain transparency of Advisory Committee operations, the following information is to be published on Council's website in respect of each Advisory Committee:
 - i) The Terms of Reference
 - ii) The names of all members *
 - iii) Reports of Committee activities (in minutes of Council meetings)
- g) All Advisory Committees established by Council will sunset on 30 June following each Council election, unless they have been re-established in the new Council term.

8.1.2 Appointment of Councillors to Committees, Delegated Committees and Boards

- a) At least by the last Council Meeting of the calendar year, the Council must resolve to:
 - i) allocate Councillors to nominated Advisory Committees, Delegated Committees or board positions; and
 - ii) remove Councillors from Advisory Committees, Delegated Committees or board positions.

Notwithstanding sub-rule i), Council may, by resolution, allocate Councillors to, and remove Councillors from, nominated Advisory Committees, Delegated Committees and board positions at any other time.

8.1.3 Reports by Advisory Committees

- a) A Councillor who is the Chairperson of an Advisory committee; appointed by Council as a member of an Advisory Committee; community consultative committee; reference group; or to an external body may provide to the next practicable Council meeting a written account of the most recent discussions of the committee or body.

8.1.4 Hearing Committees

- a) Council may establish Hearing Committees to provide an opportunity to hear from community members in formal setting on key issues.
- b) A Hearing Committee will be comprised only of Councillors.
- c) Where an issue affects a large proportion of the Ballarat community, all Councillors will be appointed to the Hearing Committee.
- d) Priority will be given to those members of the community who have registered an interest in addressing a Hearing Committee.
- e) Community members will be provided with reasonable notice of the date and time that they will be invited to address a Hearing Committee.
- f) Council may resolve that a Hearing Committee meeting will be held electronically and make provisions for community members to address the committee by a video conferencing tool.
- g) Council may resolve a Hearing Committee meeting will be live broadcasted.
- h) A summary of proceedings of all Hearing Committee meetings held will be reported to Council.

8.5 Council Reports

- a) The Chief Executive Officer will determine the form of reports to Council prepared for inclusion in the agenda for a Council or Delegated Committee meeting.
- b) Reports presented to Council for consideration and decision will address where relevant:



- i) Alignment with the Community Vision, Council Plan, strategies and policies;
- ii) Community impact;
- iii) Climate emergency and environmental sustainability implications;
- iv) Economic sustainability implications;
- v) Financial implications;
- vi) Legal and risk considerations;
- vii) Human Rights considerations;
- viii) Community consultation and engagement;
- ix) *Gender Equality Act 2020*; and
- x) Conflicts of interest that have arisen in the preparation of the report.



CHAPTER 9 – COUNCIL RECORDS

Overview:

Records of meetings held between Councillors and Council staff that consider matters that could be the subject of a future Council decisions should be recorded. This provides a mechanism for enhancing public trust through the recording and reporting on conflicts of interest to ensure transparency in decision-making in accordance with public transparency principles.

9.1 Records of meetings held under the auspices of Council

- 9.1.1** A record of the matters discussed at meetings organised or hosted by Ballarat City Council that involve Councillors and Council staff will be kept.
- 9.1.2** Records kept in accordance with sub-rule one will include:
- a) The attendees at the meeting;
 - b) The title of matters discussed;
 - c) Any conflicts of interest disclosed and whether the person with the conflict of interest left the meeting.
- 9.1.3** Where minutes are kept of a meeting and made available to the community an additional record is not required to be kept.

The Act has specific provisions governing recording of conflicts of interest in a meeting conducted under the auspices of Council:

Section 131 of the Act – Disclosure of conflict of interest at other meetings

Provides that in respect of a conflict of interest in respect of a matter at a meeting conducted under the auspices of the Council that is not a meeting specified in section 130(1)(a), (b) or (c).

- (2) A Councillor who has a conflict of interest in respect of a matter must—
 - (a) disclose the conflict of interest in the manner required by the Council's Governance Rules; and
 - (b) comply with the procedures specified in the Council's Governance Rules for the purposes of this section.
- (3) If a Councillor fails to comply with subsection (2), an application may be made under section 154 to a Councillor Conduct Panel alleging serious misconduct

"Under the auspices of Council" is taken to mean in any way resourced by Council.

9.2 Councillor Attendance Record

- 9.2.1** Council will maintain a register of Councillor attendance at Council meetings; Delegated Committee meetings; and meetings arranged to brief Councillors.
- 9.2.2** The register of attendance kept in accordance with sub-rule (1) will be published on Council's website quarterly.



CHAPTER 10 – COMMUNITY ASSET COMMITTEES

Overview:

The Act provides for Council to establish a Community Asset Committee for the management of a community asset such as a hall. Council may appoint members of the community to the committee and delegate to it powers, duties or functions. The powers delegated to a Community Asset Committee must be limited in the amount and purpose of any financial delegation.

Community Asset Committee

- 10.1.1** In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the Chief Executive Officer under section 47(1)(b) of the Act.
- 10.1.2** Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a Community Asset Committee is in the discretion of the Community Asset Committee.
- 10.1.3** The Chief Executive Officer must submit an annual report to Council in relation to the activities and the performance of the established Community Asset Committees.
- 10.1.4** A Community Asset Committee must act in accordance with its adopted, Instrument of Delegation and any Terms of Reference adopted by Council.

Section 65 of the Act – Community Asset Committee

- (1) A Council may establish a Community Asset Committee and appoint as many members to the Community Asset Committee as the Council considers necessary to enable the Community Asset Committee to achieve the purpose specified in subsection (2).
- (2) A Council may only establish a Community Asset Committee for the purpose of managing a community asset in the municipal district

Delegation of Powers, Duties or Functions to a Community Asset Committee is provided for in Section 47 of the Act provides:

- (1) The Chief Executive Officer may by instrument of delegation delegate any power, duty or function of the Council that has been delegated to the Chief Executive Officer by the Council to—
 - (a) a member of Council staff; or
 - (b) the members of a Community Asset Committee.

This means Council **may not** delegate directly to a Community Asset Committee



CHAPTER 11 – ELECTION PERIODS

Overview:

The Election Period Policy governs the conduct of Council, Councillors and members of Council staff during an election period to ensure appropriate decision-making in the lead up to a Council election. The Election Period prohibits the use of Council resources for any election campaign and puts in place a procedure to ensure Council does not print, publish or distribute any material that may influence the outcome of the election.

Additionally, the Election Period Policy addresses Councillors and staff standing as candidates in Council, State or Federal elections.

11.1 Election Periods Generally

11.1.1 Council will have in place an election period policy that:

- a) Governs decision making during a local government election period, including what may be considered at a Council meeting;
- b) Prohibits the use of Council resources for any election campaign purposes.
- c) Sets out the conditions for any community engagement required to be undertaken during an election period, including consultations, Civic events, and activities of Advisory Committees established by Council;
- d) Sets out the requirements for any Council publications during a local government election period – including the website, social media, newsletters and advertising – to ensure Council does not publish material that relate to issues that are the subject of election campaigns;
- e) Defines roles and responsibilities in relation to who is the spokesperson for Council during an election period; and
- f) Sets out the requirements for a Councillor or member of Council staff who is a candidate in an election including a Federal, State or Council election.

11.1.2 At least once in each Council term and, not later than 12 months prior to the commencement of an election period, Council will review its election period policy.

11.1.3 The Election Period Policy forms part of these Governance Rules.

11.1.4 The operation of Council Advisory Committees shall be suspended upon the commencement of the election period ahead of a general Council election.

11.1.5 Any outstanding Delegate's Reports may still be reported to a meeting of Council during this period.

11.1.6 Council Committees shall resume meeting following the election and the appointment by the incoming Council of Councillors to each committee.

Section 69 of the Act – Governance Rules to include election period policy

- (1) A Council must include an election period policy in its Governance Rules.
- (2) An election period policy must prohibit any Council decision during the election period for a general election that—
 - a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
 - b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or
 - c) the Council considers could be reasonably deferred until the next Council is in place; or
 - d) the Council considers should not be made during an election period
- (3) An election period policy must prohibit any Council decision during the election period for a general election or a by-election that would enable the use of Council's resources in a way that is intended to



11.2 Election Period Policy

11.2.1 Purpose

The Act requires Council to include an Election Period Policy (Policy) in its Governance Rules.

11.2.2 Scope

There are specific caretaker provisions in the Act that Councils must implement during the election period. These include limits on Council publications, public consultation, the scheduling of Council events, and prohibitions on certain types of decisions.

The election period (or caretaker period) commences from the time nominations close on nomination day and ends at 6pm on election day (39 days). During the election period, Council will be deemed to be in 'election caretaker mode'.

The provisions in this policy apply throughout the election period unless otherwise stated.

This policy has been written to provide a guide only for Councillors, candidates, Delegated Committee Members and Council staff and is not a substitute for legal advice. Individuals should seek their own independent advice if they are unsure about any aspect of the Act in relation to the election period.

11.2.3 Policy Statement

In the lead up to a general election, the Local Government sector adopts a caretaker period to avoid actions and decisions that may be interpreted as inappropriate and to ensure there is no inappropriate use of resources during the election period that appear to influence voters or bind an incoming Council.

11.2.4 Council Business

The Chief Executive Officer must ensure as far as possible that:

- a) No later than 30 days prior to the commencement:
 - i) all Councillors, Managers and Council officers are informed of the requirements and application of this policy; and
 - ii) a copy of this policy is given to all Councillors.
- b) Matters of Council business requiring significant decisions are scheduled for Council to consider prior to the commencement of the election period; or deferred where appropriate for determination by the incoming Council.
- c) All Candidates are familiar with the policy.

11.2.5 Prohibited Decisions

During the election period, section 69 of the Act prohibits any Council and Delegated Committees from making a decision during the election period for a general election that:

- a) relates to the appointment or remuneration of the Chief Executive Officer but not to the appointment or remuneration of an Acting Chief Executive Officer; or
- b) commits the Council to expenditure exceeding one per cent of the Council's income from general rates, municipal charges and service rates and charges in the preceding financial year; or



- c) the Council considers could be reasonably deferred until the next Council is in place; or
- d) the Council considers should not be made during an election period.

If Council considers that there are extraordinary circumstances where the Ballarat and wider community would be significantly disadvantaged by Council not making a particular major policy decision, Council will, by resolution, request an exemption from the Minister for Local Government in accordance with section 177 of the Act. The request for exemption is not automatically granted.

11.2.6 Guidance on Decisions

During the election period, Council will follow procedures to prevent making decisions that would affect voting at an election or decisions that may unreasonably bind an incoming Council and could reasonably be deferred until after the election.

Examples of inappropriate decisions include:

- Allocating community grants or other direct funding to community organisations;
- Major planning scheme amendments;
- Changes to strategic objectives and strategies identified in the Council Plan;
- Adopting policy; and
- Setting advocacy positions.

All documentation prepared for Council or Delegated Committee meetings will be carefully vetted by the Chief Executive Officer or Delegate to ensure that no agenda item is included that could potentially influence voters' intentions at the general election or could encourage Councillor candidates to use the item as part of their electioneering.

11.2.7 Consideration for Officers with Delegated Authority

Before making decisions under delegated authority during the election period, Council staff should consider the following:

- a) Whether the decision is 'significant';
- b) The urgency of the issues (can it wait until after the election? or it cannot be reasonably deferred without major negative repercussions);
- c) Whether the decision is likely to be controversial; and
- d) Whether the decision is in the best interests of Council.

It is the responsibility of the Chief Executive Officer to determine if a matter is significant and if it is urgent.

11.2.8 Business at Council and Delegated Committee meetings

Council and Delegated Committee meeting papers will be reviewed to ensure that no agenda item is included that could potentially influence voters' decision at the election or give rise to a prohibited major decision or inappropriate decision.

11.2.9 Community Engagement

Community engagement is an integral part of Council's policy development process and operations. During the election period, however, Council will undertake procedures to limit this consultation to reduce the perception that this may influence voting. Councillors



acknowledge that issues raised through the consultation, and decisions that follow, may also unreasonably bind the incoming Council.

No public consultation will be undertaken during the election period unless authorised by a Council decision that acknowledges the application of this policy and justifies to the Ballarat community the special circumstances making it necessary and how the risks of influencing the election will be mitigated or prevented.

There will be no Public Question and Submission Time during the election period.

11.2.10 Council Resources

Public resources must not be used in a manner that would influence the way people vote in elections. Council will ensure that Council resources are not used inappropriately during a Council election and comply with the requirements of the Act.

Council resources, including offices, Council staff, hospitality services, equipment, electronic equipment and stationery will be **used exclusively for normal Council business** during the election period, and will not be used in connection with any electioneering activity.

Equipment and facilities provided to Councillors for the purpose of conducting normal Council business will not be used for campaigning purposes.

11.2.11 Council Information

Information and briefing material prepared by Council staff for Councillors during the election period will relate only to factual matters or to existing Council services to assist Councillors in conducting normal day to day activities.

Access to historical briefings and workshop papers will be suspended for the duration of the election period.

An **Information Request Register** will be established by the Executive Manager, Governance and Risk and maintained by the Statutory Compliance unit, commencing on the 1st day of the election period. This register will be a public document (available for inspection) that records all requests for information **by all candidates**, and the responses given to those requests.

Responses to candidates' requests will only be provided by Managers, Executive Managers, Directors or the Chief Executive Officer.

11.2.12 Council Communication

Council communication **will not be used in any way** that might influence the outcome of a Council election.

Publicity of Council events will be restricted to the communication of normal Council activities.

Media inquiries regarding the election or possible election outcomes will only be responded to by the Chief Executive Officer or the Manager, Communications and Marketing.

In the election period no media releases will be issued quoting or featuring the Councillor(s). When media releases are issued, these will contain facts only.

Councillor correspondence will be managed in the usual process. Correspondence addressed to councillors will not be responded to regarding any election matter during the election period. All correspondence responded to by councillors will not reference any election matter and will be restricted to normal Council business.



11.2.13 Council Publications

The Act places limitations on Council from printing, publishing or distributing publications during the election period. This is to ensure that Council does not utilise public funds that may influence, or be seen to influence, people's voting intentions.

During the election period Council's website will not contain material which is precluded by this policy or the statutory requirements relating to publications. Any references to the election will only relate to the election process. Profiles of the current Mayor and Councillors will be removed from Council's website during the Election Period, but the website will retain their contact details for their day-to-day role as Councillor.

Any new material published on Council's website during the election period that **may** be considered to be an advertisement, handbill, pamphlet or notice must also be subject to the certification process. Council agendas, minutes and the annual report are considered exempt from certification.

The Annual Report will be compiled during the election period and will not contain any material that could be regarded as electioneering or that inappropriately promotes individual Councillors. Information about Councillors will be restricted to names, contact details, titles, membership of Delegated Committees and other bodies to which they have been appointed by the Council.

Council's newsletter 'myBallarat' will not be produced or distributed during the election period.

Any publication of comments or new content on social media sites that are managed by Council must be certified by the Chief Executive Officer during the election period. At the commencement of the election period, Council will advise social media subscribers that comments containing electoral matter will be deleted.

11.2.14 Council Events

During the election period, Council will undertake procedures to limit the scheduling of Council events during this period. Councillors acknowledge that the scheduling of Council events in the lead up to elections may raise concerns over their potential use by sitting Councillors for electioneering purposes.

No Council event will be scheduled during the election period unless authorised by a Council decision that acknowledges the application of this Policy and justifies to the Ballarat community the special circumstances making it necessary and how the risks of influencing the election will be mitigated or prevented.

Councillors should refrain from delivering speeches or keynote addresses at Council-organised or sponsored events and functions during the election period other than protocol speeches, such as short welcome and thank you speeches.

Any speech or address should have prior approval of the Chief Executive Officer or Manager Communications and Marketing. Councillors may continue to attend events and functions which are staged by external organisations during the election period.

11.12.15 Assistance to Candidates

The Council affirms that all candidates for the Council election will be treated equally, fairly and without discrimination. Any assistance, information and advice to be provided to candidates as part of the conduct of the Council election will be provided and made accessible equally to all candidates.



All election related enquiries from candidates, whether sitting Councillors or not, will be directed to the Returning Officer or, where the matter is outside the responsibilities of the Returning Officer, to the Chief Executive Officer or a designated Council staff.

11.12.16 Electoral Signs

Councillors and prospective candidates must comply with City of Ballarat Community Local Law 2017 for the placement of advertising / electoral signs within the City of Ballarat municipality.

8.12. 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 [8.12.1 - 1 page]
2. QT34/24 - Bruce Crawford [8.12.2 - 2 pages]
3. QT35/24 - Richard Purdy [8.12.3 - 1 page]
4. QT36/24 - Gary Smith [8.12.4 - 2 pages]
5. QT37/24 - Ted Lapkin [8.12.5 - 1 page]
6. QT38/24 - Jennifer Paterson [8.12.6 - 2 pages]
7. QT38/24 - Wayne & Helen Cooper [8.12.7 - 3 pages]
8. QT38/24 - Aaron Lacy [8.12.8 - 2 pages]
9. QT38/24 - Julie Paul [8.12.9 - 2 pages]
10. QT38/24 - Sue Hunt [8.12.10 - 2 pages]
11. QT38/24 - Nicole Elliott [8.12.11 - 2 pages]
12. QT38/24 - Natalie Foster [8.12.12 - 3 pages]
13. QT38/24 - Anthony Brooks [8.12.13 - 2 pages]
14. QT39/24 - Maureen Gilbert [8.12.14 - 1 page]
15. QT41/24 - Robert Gallo [8.12.15 - 1 page]
16. QT42/24 - Gonzalo Filippini [8.12.16 - 1 page]
17. QT44/24 & QT38/24 - Lateisha Dixon [8.12.17 - 2 pages]

Outstanding Question Time Items					
Meeting	Status	Requested	Question	Officer Responsible	Response
26/6/2024 QT3/24	Completed	Bruce Crawford	Question 1: My two questions are in regard to a Facebook response on 6.6.24 from Ballarat Council to questions about the printed version of Our Ballarat. This is an excerpt, "Our recent consultation on the magazine showed that of the 700 responses, the majority would prefer to read Our Ballarat as a printed magazine (65% of postcard survey respondents and 43% of online respondents). It also found that the 60+ age bracket are the most engaged in the magazine and content and prefer print to online/digital offerings. It costs around 75 cents per copy and is distributed to 58,000 households in the City of Ballarat." It still isn't clear if this cost includes distribution and environmental concerns, or these costs were known to the survey respondents beforehand. Do you think that spending \$174,000 per annum represents the best use of Ratepayers money? Question 2: Given that our population is around 120,000, and this decision was based on feedback from only 700 respondents, do you believe that My Say is the best method to survey our community?	Evan King, Chief Executive Officer	Evan King, Chief Executive Officer, provided a written response
26/6/2024 QT35/24	Completed	Richard Purdy	Question 1 Recently I had a motorised vehicle drive along the footpath in my street (in Ballarat Central) with a person walking behind spraying poison with a wand along the grassed outer edge of the guttering. What is the criteria for for the street s in which this is to occur, or it is done irrespective as to whether the grass is kept short by the adjacent resident? Question 2 In respect of question one, on a previous occasion I question the person spraying the poison, who indicated that it is carried out whether needed or not. Why are resources wasted on this activity where it is not needed?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment, provided a written response
26/6/2024 QT36/24	Completed	Gary Smith	Question Regarding the Steinfeld Street path - in August 2022 The Courier reported that 'Based on estimates provided by the Department of Transport, the cost of transforming the roadway into a "safe cycling street" stood in the order of \$35,400, covering such works as new signage, line-marking and minor alterations to road infrastructure.' What we ended up with was a 500 metre long shared pedestrian and bicycle path which cost more than \$615,000. Contrary to the conclusions of the Department of Transport, the Ballarat Council CEO said that council had determined the road's width would not safely accommodate a shared cycling car zone. Prior to this major design change and cost increase was some sort of report created which detailed the reasoning and justification for these changes, including why or how the council had determined the road's width would not safely accommodate a shared cycling car zone?	Bridget Wetherall, Director Infrastructure and Environment	Bridget Wetherall, Director Infrastructure and Environment, provided a written response
26/6/2024 QT37/24	Completed	Ted Lapkin	Question The redevelopment proposal put forward for the Ballarat Rail Station is an architectural abomination that will transform one of the city's most cherished heritage sites into a post-modernist Legoland eyesore. What is the position of each Member of Council on this proposal and, if they share my opposition, what do they plan to do to stop this project from ruining the Ballarat Rail Station?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Jennifer Paterson	After consultation with the minister, Michaela Settle MP (member for Eureka) has made it clear the only way to get 203 York Street rezoned is for council to make a planning scheme amendment to the minister. Ballarat East has always felt like the poorer sister of the other Ballarat suburbs and very little is spent in the East. So to my question... is council prepared to spend some of our rate money to at least TRY to rezone that piece of land by submitting a planning scheme amendment. Please bear in mind the amount being quoted to do this is miniscule compared to the loss in value to surrounding homes alone. This cannot be done by landowners or the public. The minister also can't call in something that does not require a permit as is the case with York Street, it has to be council. Apparently, this is, and was always our ONLY option for rezoning 203 York Street.	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Wayne and Helen Cooper	The following questions were grouped into QT38/24 above: 1. Why is it that Ballarat East, an historic and vibrant community have to put up with a substation to supply the newer suburbs, when there is so much land in the West, including the now empty Cattleyards? 2. We would like to know why Council has not undertaken the required action as recommended by Michaela Settle, Member for Eureka, for the process of rezoning the property at 203 York Street to stop the construction of the Powercor substation. This development is now totally inappropriate for the site in question and should be built in an industrial area away from housing. Powercor already own land in Sutton Street which is significantly underdeveloped and appropriate.	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Aaron Lacy	The following question was grouped into QT38/24 above: Why has the zoning of this site been ignored by Council and the Governments, when this is obviously an established residential area?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Julie Paul	The following question was grouped into QT38/24 above: Will you support me as representative of the changing demographic of Ballarat East and zone the area in question as Residential?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Sue Hunt	The following questions were grouped into QT38/24 above: Will you spend what is needed to, and present a case to show 'good cause' to the Planning Minister why this should be rezoned residential? Why has this not been done yet?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Nicole Elliott	The following questions were grouped into QT38/24 above: Question 1 - Is the Council aware of what steps need to be taken to change the zone of the land? Question 2 - Is the Council prepared to do what is required?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT39/24	Completed	Natalie Foster	The following questions were grouped into QT38/24 above: Question 1 - Why isn't the council prioritising its residents over this giant corporation? Question 2 - Why can't apply to have this area rezoned to residential to keep the future of Ballarat East alive?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT38/24	Completed	Anthony Brooks	The following question was grouped into QT38/24 above: My question is why has the council not done everything within its power to stop this multinational conglomerate from having the chance to have such a profound and detrimental effect on our local community?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT39/24	Completed	Maureen Gilbert	I would like to ask the Council how they approved a number of new dwellings, including a large multi unit development beside and close to the site that is being developed by Powercor. These substations have in the past had explosions and fires, which has caused evacuations, and health risks to close neighbours	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT41/24	Completed	Roberto Gallo	1. How does the Ballarat City Council plan to address concerns from residents about the potential devaluation of their properties due to the construction of a Powercor substation in a residential area? Specifically, what assessments have been conducted to understand the economic impact on property values, and what compensation or mitigation strategies are being considered for affected homeowners? 2. What measures are being taken by the Council to mitigate potential hazards associated with the substation, such as exposure to electromagnetic fields (EMFs) and the risk of fires Can the Council provide detailed information on safety protocols, health risk assessments, and emergency response plans to ensure the well-being of residents living in close proximity to the proposed substation?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT42/24	Completed	Gonzalo Filippini	1. Given the likely increase in noise pollution from the substation, what steps will the Council take to minimize this impact on the quality of life for residents in the surrounding area. Are there specific noise reduction technologies or operational restrictions being considered, and how will the Council monitor and enforce noise level compliance? 2. Considering the substation's location on a tourist route, just 800 metres from the CBD, what strategies does the Council have in place to address the aesthetic and environmental concerns related to flooding and the presence of unattractive industrial infrastructure. How will the Council ensure that the substation does not detract from the visual appeal and overall visitor experience in Ballarat, which could negatively affect local tourism and businesses?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response
26/6/2024 QT44/24 & QT38/24	Completed	Lateisha Dixon	1. Is Council aware that this block already has all services, even sewer? The following question was grouped into QT38/24 above: 2. With so many legitimate arguments against a major substation on this highly visible site, will Council prepare and present a case to the Planning Minister for rezoning?	Natalie Robertson, Director Development and Growth	Natalie Robertson, Director Development and Growth, provided a written response

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 27 June 2024

Our Ref: QT34/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Mr Bruce Crawford

Email: [REDACTED]

Dear Mr Crawford

**PUBLIC QUESTION TIME – QT34/24
COUNCIL MEETING 26 JUNE 2024**

Thank you for your public questions at the Council Meeting held Wednesday 26 June 2024. Please find below the responses to your questions.

Question 1

My two questions are in regard to a Facebook response on 6.6.24 from Ballarat Council to questions about the printed version of Our Ballarat. This is an excerpt, "Our recent consultation on the magazine showed that of the 700 responses, the majority would prefer to read Our Ballarat as a printed magazine (65% of postcard survey respondents and 43% of online respondents).

It also found that the 60+ age bracket are the most engaged in the magazine and content and prefer print to online/digital offerings.

It costs around 75 cents per copy and is distributed to 58,000 households in the City of Ballarat." It still isn't clear if this cost includes distribution and environmental concerns, or these costs were known to the survey respondents beforehand. Do you think that spending \$174,000 per annum represents the best use of Ratepayers money?

Response

The ourballarat magazine is produced by the City of Ballarat with the cost of print and distribution of the magazine representing just 0.07% of the Council's annual budget. The magazine is an important way to keep residents and ratepayers up to date with relevant City of Ballarat news, services, programs, initiatives, and events.

The consultation sought to gauge community sentiment on whether the ourballarat magazine should continue in its current form, move online or some other iteration. The consultation confirmed that most respondents want the ourballarat magazine to continue in a printed form and would also like to see the online offering improved. It is important that the City of Ballarat has a range of accessible communication tools, platforms and mediums that cater to as many demographics as possible — as demonstrated by the consultation results, the ourballarat magazine is still a valuable source of information for Ballarat's older residents. Given the strong results from the consultation and the importance of the magazine for Ballarat's older residents, the City of Ballarat stance is that the ourballarat magazine is still a good use of ratepayer money.

We will continue to monitor community sentiment on the magazine to ensure it continues to be of value to our community. The stated cost of the magazine includes distribution costs. There are no costs associated with "environmental concerns" for the ourballarat magazine.

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Question 2

Given that our population is around 120,000, and this decision was based on feedback from only 700 respondents, do you believe that My Say is the best method to survey our community?

Response

MySay was not the only method of surveying the community about ourballarat. The engagement took the form of an online survey on MySay and a short postcard survey inserted into the spring 2023 edition of ourballarat. The online survey was longer and more comprehensive, while the postcard survey mainly focused on questions relating to the format of the magazine and questions relating to content. The vast majority of respondents filled out a postcard survey (536/699 or 76%) and tended to be in the 60 plus age demographic. 700 responses is considered to be a strong community engagement response.

Yours sincerely

Evan King
Chief Executive Officer

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Richard Purdy
[REDACTED]

Email: [REDACTED]

Date: 2 July 2024

Our Ref: BW:dj:bk

Your Ref: QT35/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Dear Richard

**RE: PUBLIC QUESTION QT35/24 ASKED AT COUNCIL MEETING
HELD 26 JUNE 2024**

I refer to your questions asked at the Council meeting held on Wednesday 26 June 2024 as follows:

Question 1

"Recently I had a motorise vehicle drive along the footpath in my street (in Ballarat Central) with a person walking behind spraying poison with a wand along the grassed outer edge of the guttering. What is the criteria for the streets in which this is to occur, or it is done irrespective as to whether the grass is kept short by the adjacent resident?"

City of Ballarat conducts annual seasonal weed spraying of its network of bluestone gutters. Weed spraying is conducted to prevent the growth of weeds, and to eradicate any existing weeds.

Question 2

"In respect of question one, on a previous occasion I question the person spraying the poison, who indicated that it is carried out whether needed or not. Why are resources wasted on this activity where it is not needed?"

Residents can place their property on Council's No Spray Register, where spraying will not occur at their property. This applies to the spraying that occurs on the road reserve in front of or alongside their property. Locations on the register are not publicly displayed as it contains private residential details. The responsibility of maintaining weed growth at their property then shifts to the resident.

Yours sincerely

Bridget Wetherall
Director Infrastructure & Environment

CC: Mayor and Councillors
Civic Support
Governance
[REDACTED]

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 27 June 2024

Our Ref: BW:dj:bk

Your Ref: QT36/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Gary Smith

Email: [REDACTED]

Dear Gary

**RE: PUBLIC QUESTION QT36/24 ASKED AT COUNCIL MEETING
HELD 26 JUNE 2024**

I refer to your question asked at the Council meeting held on Wednesday 26 June 2024 as follows:

Question 1

"Regarding the Steinfeld Street path - in August 2022 The Courier reported that 'Based on estimates provided by the Department of Transport, the cost of transforming the roadway into a "safe cycling street" stood in the order of \$35,400, covering such works as new signage, line-marking and minor alterations to road infrastructure.' What we ended up with was a 500 metre long shared pedestrian and bicycle path which cost more than \$615,000.

Contrary to the conclusions of the Department of Transport, the Ballarat Council CEO said that council had determined the road's width would not safely accommodate a shared cycling car zone.

Prior to this major design change and cost increase was some sort of report created which detailed the reasoning and justification for these changes, including why or how the council had determined the road's width would not safely accommodate a shared cycling car zone?"

In finalising the infrastructure improvements for Steinfeld Street, meetings with Regional Roads Victoria (RRV) and the City of Ballarat were held to discuss this and other paths that were jointly funded.

After site visits and observations, the City of Ballarat took into account pedestrian and cyclist safety and in particular the risk of conflict with cars in the area that now incorporates a childcare centre, maternal health centre and the Eastwood Leisure Centre. As a result, the City of Ballarat took the decision that a separate bike path was more desirable. RRV approved this upgrade but could not alter their funding contribution.

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2.

The City of Ballarat funding contribution was from the Bicycle Strategy program, which is ongoing dedicated funding to upgrade and improve trails and links around Ballarat.

Yours sincerely



Bridget Wetherall
Director Infrastructure & Environment

CC: Mayor and Councillors
Civic Support
Governance


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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 28 June 2024

Our Ref: NR:kr

Your Ref: QT37/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Ted Lapkin

Email: [REDACTED]

Dear Ted,

RE: OUTSTANDING QUESTION TIME ITEM – QT37/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question 1

The redevelopment proposal put forward for the Ballarat Rail Station is an architectural abomination that will transform one of the city's most cherished heritage sites into a post-modernist Legoland eyesore.

What is the position of each Member of Council on this proposal and, if they share my opposition, what do they plan to do to stop this project from ruining the Ballarat Rail Station?

Answer 1

A briefing is to be provided to Councillors on this matter, which also includes a recommended submission to the Ballarat Station Redevelopment public consultation.

Statutory Planning Officers have reviewed the proposal together with Council's Heritage Advisors and will provide an officer recommendation to Councillors which will be considered at the Planning Delegated Committee.

Members of the public can make a submission via the Engage Victoria website under the Ballarat Station Upgrade.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Jennifer Paterson

Email: [REDACTED]

Dear Jennifer,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question

After consultation with the minister, Michaela Settle MP (member for Eureka) has made it clear the only way to get 203 York Street rezoned is for council to make a planning scheme amendment to the minister.

Ballarat East has always felt like the poorer sister of the other Ballarat suburbs and very little is spent in the East.

So to my question... Is council prepared to spend some of our rate money to at least TRY to rezone that piece of land by submitting a planning scheme amendment. Please bear in mind the amount being quoted to do this is miniscule compared to the loss in value to surrounding homes alone. This cannot be done by landowners or the public. The minister also can't call in something that does not require a permit as is the case with York Street, it has to be council.

Apparently, this is and was always our ONLY option for rezoning 203 York Street.

Answer

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

Under the current zone, Council has no planning powers to prevent the development of the site and in the current circumstances, the Minister for Planning also cannot "call in" the matter as there is no planning permit triggers under consideration.

Council does have authority to resolve to seek an amendment to the land zone from the Minister for Planning, however it is the Minister who will ultimately determine if an amendment to the zone should be adopted and there are many challenges this poses including:

1. It could be argued that the strategic merit to rezone the land is not as strong as the strategic merit to develop the substation. Powercor have advised that this is a broader community safety issue. Council and community have been advised that building the substation in time for the 25-26 summer is critical to ensuring continued operation of Powercor's bushfire devices effectively. The timeframe needed by Powercor to get the substation built and operating rules out any consideration of another location for them.
2. A successful rezone to residential would not make the substation prohibited, it would mean that Powercor would require a planning permit for use and development of the utility installation.

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3. Whilst consideration of the rezone was underway, Powercor is able to seek that the Minister for Planning consider a Section 96A amendment and the Planning and Environment Act 1987, which includes granting a planning permit for the substation at the same time the land is rezoned to residential.

In the circumstances, both the Minister for Planning and the Minister for the State Electricity Commission have greater authority and may use their powers to instigate a land rezone and to direct the relocation of the substation development. This approach can occur in a far timelier manner as Powercor answers to state level authorities and, as stated, ultimately it is the Minister for Planning that determines if a planning scheme amendment to rezone the land is to be approved and incorporated into the planning scheme.

Council is on record with the following resolution which has been provided to all local MP's, Sonia Kilkenny, Minister for Planning and Lily D'Ambrosio, Minister for State Electricity Commission, Energy and Resources and Climate Action.

RESOLUTION:

That Council:

1. Note the report;
2. Do not support the proposed location for the power or electrical substation at 203 York St Ballarat East; and
3. That Council Officers write to Powercor advocating for the identification of alternative locations.

Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58436 & D-24-58757

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Wayne & Helen Cooper
[REDACTED]

Dear Wayne & Helen,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Question 1

I am a resident living near the proposed Sub Station.

When Council started the West expansion planning many years ago, what was the plan for power generation for the 25000+ houses?

Why is it that Ballarat East, an historic and vibrant community have to put up with a substation to supply the newer suburbs, when there is so much land in the West, including the now empty Cattleyards.

Answer 1

I note that this question appears not to have been answered during public question time and may have been an oversight due to the grouping of questions related to this matter. In this regard, I provide the following response and apologies for the error.

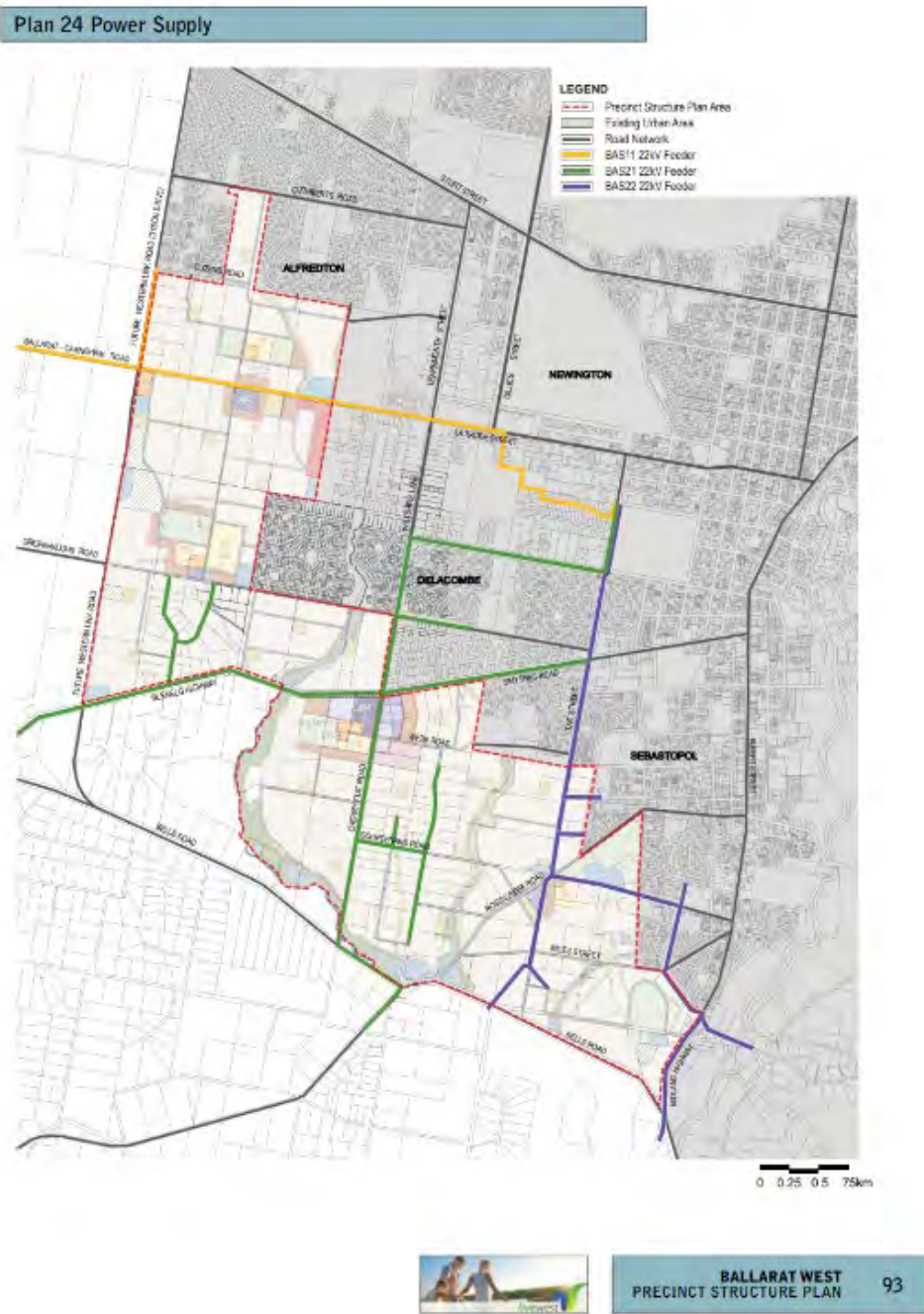
Development and adoption of the Ballarat West Precinct Structure Plan (BWSP) in 2012 required referral and approval from all external utility providers. In the case of power, planning for this growth area set aside locations for utility services and comes from the Delacombe substation. A copy of the BWSP Power Supply network is provided below.

The Ballarat East Substation is not intended for Ballarat West and is intended to service the growing needs of the Ballarat East community.

Other locations identified for a potential substation by City of Ballarat have been ruled out by Powercor.

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Question 2

We would like to know why Council has not undertaken the required action as recommended by Michaela Settle, Member for Eureka, for the process of rezoning the property at 203 York Street to stop the construction of the Powercor substation. This development is now totally inappropriate for the site in question and should be built in an industrial area away from housing. Powercor already own land in Sutton Street which is significantly underdeveloped and appropriate.

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Answer 2

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

Under the current zone, Council has no planning powers to prevent the development of the site and in the current circumstances, the Minister for Planning also cannot "call in" the matter as there is no planning permit triggers under consideration.

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Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58434

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Aaron Lacy
[REDACTED]

Dear Aaron,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question

My name is Aaron Lacy and I bought in [REDACTED] I only moved in last month.

I'm not enjoying living in Ballarat if this is the way you treat residents. I hope to sell before this thing is built and move on. Sorry, but that's the way I feel.

I see lots of environmental beautification going on in and around Ballarat, and so close to the CBD what do we get? An ugly, huge hazardous facility to show case. I'd be embarrassed to admit where I live.

Why has the zoning of this site been ignored by Council and the Governments, when this is obviously an established residential area?

Answer

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

Under the current zone, Council has no planning powers to prevent the development of the site and in the current circumstances, the Minister for Planning also cannot "call in" the matter as there is no planning permit triggers under consideration.

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2. Do not support the proposed location for the power or electrical substation at 203 York St Ballarat East; and
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Moved: Cr Amy Johnson

CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58431

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Julie Paul
[REDACTED]

Dear Julie,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question

My name is Julie, I moved to the Ballarat area 7 years ago now. I am a Senior Business Analyst working in a Cloud Computing project at one of the big banks, so I commute to Melbourne regularly and cannot attend this meeting in person due to this travel.

I was attracted to Ballarat because of the historic charm and feel of the place. I could see the lovely workers cottages being brought back to life and I enjoyed the feeling of dwelling side by side with history in a place that has a lovely feel to it.

I purchased in the Ballarat East area in Feb 2022 and chose a well-built house from the mid 50s to renovate, as I enjoy the process of turning an ugly duck into a swan. I chose the area as well for its proximity to town, and so I can live within sight and sound of lovely historic buildings - within a stone's throw of Sovereign Hill and the Eureka Stockade.

I feel I am representative of your newest influx of voting rate payers. I can see the like minded folk paying attention to their surrounds and the neighbourhood has been benefiting from all this sweat equity and improving in tone and nature.

I am a qualified horticulturalist and landscape designer who chooses to work in IT and indulge my passion at home - the area and my neighbours see the benefit of this daily and I support the local Ballarat East Community Garden actively.

I walk regularly and have been keen to see the improvements happening to upgrade the Little Bridge Street Mall. I find it inexplicable that council would consider spending millions on the upgrade yet allow an electrical substation to be built in a largely residential area within less than 2kms of it and within close proximity to surely Ballarat's largest tourist attraction.

My question to Council is:

"Will you support me as representative of the changing demographic of Ballarat East and zone the area in question as Residential?"

Answer

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of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

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Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58764

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Sue Hunt
[REDACTED]

Dear Sue,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question

I am Sue Hunt and reside in [REDACTED] I moved to [REDACTED] in 2000 and I love the history, character, green space and close proximity to Woookorong and the City Centre is so special. Every morning I meet my neighbour and we walk our dogs around the neighbourhood on the many walking paths in Ballarat East, we never use Lake Wendouree for walking as we feel walking around Ballarat East is so beautiful and would strongly urge the council to move the proposed Powercor Substation, we would feel unsafe walking through a substation area without lighting in the early morning/evening.

City of Ballarat can rezone the land for much needed residential or expand on the green corridor where Pennyweight Gully and Warrenheip Gully join. All other substations in Ballarat are in industrial areas, not backing onto locals' gardens, this is not the location for a huge substation, which will affect many generations to come.

Will you spend what is needed to, and present a case to show 'good cause' to the Planning Minister why this should be rezoned residential?

Why has this not been done yet?

Answer

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2. Do not support the proposed location for the power or electrical substation at 203 York St Ballarat East; and
3. That Council Officers write to Powercor advocating for the identification of alternative locations.

Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

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PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58770

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Nicole Elliott
[REDACTED]

Dear Nicole,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Questions

My name is Nicole Elliott, I have grown up in [REDACTED] just meters away from the proposed Powercor Major Substation, and now have my own young family in the Ballarat East area. I treasure this area, the heritage is beautiful, benefits of being walking distance to the CBD and to the wonderful Woowookarung.

We have collected over 2000 hand signatures, that is a lot of conversations with people who agree it is the wrong location for a Major Substation in Ballarat. This is an area of historical significance and so close to the Ballarat CBD, other substations in Ballarat are in industrial zones, this area has many homes within 50 meters, my children go to school 200 meters away.

The impact on the locals of Ballarat East is huge, health effects from EMFs, property devaluation, flooding, noise, attracts lightening, transformers explode and burning oil, fire fighters need to stand by until the power is turned off whilst homes are threatened, it is easy to see past incidents in other areas as to the dangers of a substation in a residential area and on top of all that it will be an eyesore with razor wire that we will pass every day.

Michaela Settle has spoken in Parliament and said that City of Ballarat Council need to provide 'good cause' to the Planning Minister to have the land rezoned. You have written letters, but that has had no effect. '

Question 1 - Is the Council aware of what steps need to be taken to change the zone of the land?

Question 2 - Is the Council prepared to do what is required?

Answer

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

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CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



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Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58771

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Natalie Foster

Email: [REDACTED]

Dear Natalie,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Questions

I am writing to express my strong opposition to the construction of the Powercor substation within 120 meters of my house, located at [REDACTED]. This project raises significant concerns for my family, my neighbours, and the future development of the area.

Ballarat East is a vibrant community with rich history and culture, characterised by beautiful post-war, clinker brick homes and ample parkland. The area is rapidly becoming a sought-after location for young families moving from Melbourne in search of affordable housing close to the city centre. The construction of a substation in this area is incompatible with the community's vision for growth and revitalisation. The widespread opposition to this project is evident, with over 2,000 signatures on a petition against the substation. This overwhelming response highlights the importance of this issue to many people in our community.

The proposed site for the substation is in a floodplain adjacent to a creek, in a densely populated area. This raises serious concerns about the potential for flooding and the subsequent damage that could occur. Although Powercor claims to have considered these risks, the potential damage this could cause to the area, the residents and their homes is huge. Is it really worth the risk to the community? Additionally, the health and safety implications of living near a substation and the potential risks associated with being in such close proximity to high-voltage equipment far outweigh any benefits of building in a high-density area.

Council needs to prioritise the well-being of its residents, not the large corporation with substantial resources and no care for Ballarat and its people. The future growth and prosperity of Ballarat East should not be compromised for the convenience of a corporation. The council must hold Powercor accountable and force them to relocate the substation to a less intrusive location, further from the centre of Ballarat.

There are alternative locations for the substation that have been proposed by community members, which are further from residential areas and would have a lesser impact on the community. It is crucial that the council thoroughly investigates these alternatives before proceeding with the current plan.

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On a personal level, we bought our beautiful clinker brick ex-commission house with the goal to renovate and turn it into something special and build our lives together. The proposed substation will be highly visible from my home, significantly impacting the aesthetic value of our property.

Unlike the houses across the street that have been offered solar panels as compensation, our house, despite its direct view of the substation, has not received any such offer. This disparity is both unfair and troubling.

In conclusion, I strongly urge the council to reconsider the current proposal for the Powercor substation and to explore alternative locations that would mitigate the impact on our community.

Thank you for considering my concerns. I hope the council will act in the best interests of the community and work to preserve the character and future growth of Ballarat East.

Question 1 - Why isn't the council prioritising its residents over this giant corporation?

Question 2 - Why can't apply to have this area rezoned to residential to keep the future of Ballarat East alive?

Answer

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

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Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



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Director Development and Growth

OFFICIAL

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Ballarat Vic 3353
AUSTRALIA

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Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT38/24 – D-24-58760

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Anthony Brooks
[REDACTED]

Dear Anthony,

RE: OUTSTANDING QUESTION TIME ITEM – QT38/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question 1

I am writing this by way of objection on behalf of myself, my father and my community, to the proposed sub-station being built in York St, Ballarat East. My family and I moved into the community in Ballarat East when I was four years old, I am now 51. My father still has a residence no more than fifty metres from the proposed site.

I am objecting to this project on the grounds that there is an established thriving community in and around this area. There have been many documented studies to show increased rates of cancer and other health concerns due to prolonged exposure to electricity.

The idea of introducing a substation into an already established community of hard-working people that take pride in their homes, commune with their neighbours, feel safe to walk and play with their children outside and send their children to the local school not three hundred metres from this proposed site, should be to a rational person, unthinkable.

Secondly York St is the main thoroughfare connecting the Ballarat Wildlife and Reptile Park and Sovereign Hill. Two of Ballarat's biggest tourist attractions a substation would create an eyesore for not only residents but visiting tourists.

In closing to build this substation would have an immediate, detrimental and long-lasting impact not only financially but more importantly, the potential to be harmful to the health of this community. To my way of thinking to high a cost to be considered.

My question is why has the council not done everything within its power to stop this multinational conglomerate from having the chance to have such a profound and detrimental effect on our local community?

Answer 1

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time with signage indicating this at the location.

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Under the current zone, Council has no planning powers to prevent the development of the site and in the current circumstances, the Minister for Planning also cannot "call in" the matter as there is no planning permit triggers under consideration.

Council is on record with the following resolution of July 2023 which has been provided to all local MP's, Sonia Kilkeny, Minister for Planning and Lily D'Ambrosio, Minister for State Electricity Commission, Energy and Resources and Climate Action. Council has also requested a meeting with the Victorian Premier on this matter, which has been declined.

RESOLUTION:

That Council:

1. Note the report;
2. Do not support the proposed location for the power or electrical substation at 203 York St Ballarat East; and
3. That Council Officers write to Powercor advocating for the identification of alternative locations.

Moved: Cr Amy Johnson

CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 2 July 2024

Our Ref: NR:kr

Your Ref: QT39/24 – D-24-58437

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Maureen Gilbert
[Redacted]

Dear Maureen,

RE: OUTSTANDING QUESTION TIME ITEM – QT39/24

We refer to your question asked at the 26 June 2024 Council Meeting.

Question 1

I live in the area close to the Proposed Sub Station at 203 York Street, Ballarat East. I would like to ask the Council how they approved a number of new dwellings, including a large multi-unit development beside and close to the site that is being developed by Powercorp. These Sub stations have in the past had explosions and fires, which has caused evacuations, and health risks to close neighbours.

Answer 1

There are no setback requirements within the Victorian Planning provisions to prevent residential development adjoining substations sites. It is why substations are exempt from planning requirements within the planning scheme and is not listed as a use with potential adverse impacts under Clause 53.10 of the Planning Scheme which sets out necessary threshold distances.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 2 July 2024

Our Ref: NR:kr

Your Ref: QT41/24 – D-24-58433

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Robert Gallo

Email: [REDACTED]

Dear Robert,

RE: OUTSTANDING QUESTION TIME ITEM – QT41/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Question 1

How does the Ballarat City Council plan to address concerns from residents about the potential devaluation of their properties due to the construction of a Powercor substation in a residential area? Specifically, what assessments have been conducted to understand the economic impact on property values, and what compensation or mitigation strategies are being considered for affected homeowners?

Answer 1

City of Ballarat officers have not conducted any assessments on the economic impacts on property values. It is also noted that within the planning provisions, particularly when applying for a planning scheme amendment, or to VCAT, devaluation is not considered a planning consideration and it is not given any weight.

Question 2

What measures are being taken by the Council to mitigate potential hazards associated with the substation, such as exposure to electromagnetic fields (EMFs) and the risk of fires. Can the Council provide detailed information on safety protocols, health risk assessments, and emergency response plans to ensure the well-being of residents living in close proximity to the proposed substation?

Answer 2

Council officers have not done any investigation, as Council is not the authority to embark on this analysis and in the current circumstances the authority is state government and Powercor would have to justify that to state government.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 2 July 2024

Our Ref: NR:kr

Your Ref: QT42/24 – D-24-58433

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Gonzalo Filippini

Email: [REDACTED]

Dear Gonzalo,

RE: OUTSTANDING QUESTION TIME ITEM – QT42/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Question 1

Given the likely increase in noise pollution from the substation, what steps will the Council take to minimize this impact on the quality of life for residents in the surrounding area. Are there specific noise reduction technologies or operational restrictions being considered, and how will the Council monitor and enforce noise level compliance?

Answer 1

Environment Protection Authority (EPA) is the appropriate authority for noise pollution. The most likely sources of noise from this facility are the transformer and ventilation fans. The Ballarat East Noise Level report conducted by Powercor, demonstrates the level of acceptable noise limits within EPA standards and, should the substation be developed, it must be in accordance with those noise levels and it must be monitored to demonstrate compliance to that. However, if there are any complaints related to noise, they can come to City of Ballarat, but the EPA is used as the authority to investigate.

Question 2

Considering the substation's location on a tourist route, just 800 metres from the CBD, what strategies does the Council have in place to address the aesthetic and environmental concerns related to flooding and the presence of unattractive industrial infrastructure. How will the Council ensure that the substation does not detract from the visual appeal and overall visitor experience in Ballarat, which could negatively affect local tourism and businesses?

Answer 2

Officers have requested that City of Ballarat be involved in any design consultation, and officers would give consideration to improvements to surrounding landscaping and the aesthetics within the public realm should the substation come to fruition.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Robertson".

Natalie Robertson
Director Development and Growth

OFFICIAL

OFFICIAL

PO Box 655
Ballarat Vic 3353
AUSTRALIA

Telephone: 03 5320 5500
Facsimile: 03 5333 4061



Date: 3 July 2024

Our Ref: NR:kr

Your Ref: QT44/24 – D-24-58773

Enquiries: (61) 03 5320 5500

Direct Email: info@ballarat.vic.gov.au

Lateisha Dixon

Email: [REDACTED]

Dear Lateisha,

RE: OUTSTANDING QUESTION TIME ITEM – QT44/24

We refer to your questions asked at the 26 June 2024 Council Meeting.

Question 1

My name is Lateisha Dixon, I live in [REDACTED] from the planned substation with my 9 month old son and his father. I am concerned about the plans to build a major substation inside a residential area in such close proximity to the CBD, Bridge Mall, Sovereign Hill, Lake Esmond, Eureka Stockade, Primary School, supported housing and my home.

Not only will it be an eyesore, but with our growing population and lack of housing, is it really wise to put a major substation on land that could be better used for housing. During this housing crisis at some point we need to build more homes, so I can't understand how a major substation in the middle of a residential area is a good idea. Not to mention the concerns for EMF, what do we really know, just like asbestos there's little research on long term exposure, in fifty years time a lot of people will be suing from such exposure. We are not Melbourne and have a beautiful city, please don't let this happen to a suburb that doesn't even have traffic lights.

Is Council aware that this block already has all services, even sewer?

Answer 1

Yes, Council is aware.

Question 2

With so many legitimate arguments against a major substation on this highly visible site, will Council prepare and present a case to the Planning Minister for rezoning?

Answer 2

The subject site at 203 York Street, Ballarat East is currently zoned for a public utility - Public Use Zone - Schedule 1 (PUZ1). The current zone allows the development of the power substation as of right, that is without a planning permit. The land was acquired by Powercor in 1970 and has been set aside for a utility installation from that time.

Under the current zone, Council has no planning powers to prevent the development of the site and in the current circumstances, the Minister for Planning also cannot "call in" the matter as there is no planning permit triggers under consideration.

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Council does have authority to resolve to seek an amendment to the land zone from the Minister for Planning, however it is the Minister who will ultimately determine if an amendment to the zone should be adopted and there are many challenges this poses including:

1. It could be argued that the strategic merit to rezone the land is not as strong as the strategic merit to develop the substation. Powercor have advised that this is a broader community safety issue. Council and community have been advised that building the substation in time for the 25-26 summer is critical to ensuring continued operation of Powercor's bushfire devices effectively. The timeframe needed by Powercor to get the substation built and operating rules out any consideration of another location for them.
2. A successful rezone to residential would not make the substation prohibited, it would mean that Powercor would require a planning permit for use and development of the utility installation.
3. Whilst consideration of the rezone was underway, Powercor is able to seek that the Minister for Planning consider a Section 96A amendment and the Planning and Environment Act 1987, which includes granting a planning permit for the substation at the same time the land is rezoned to residential.

In the circumstances, both the Minister for Planning and the Minister for the State Electricity Commission have greater authority and may use their powers to instigate a land rezone and to direct the relocation of the substation development. This approach can occur in a far timelier manner as Powercor answers to state level authorities and, as stated, ultimately it is the Minister for Planning that determines if a planning scheme amendment to rezone the land is to be approved and incorporated into the planning scheme.

Council is on record with the following resolution which has been provided to all local MP's, Sonia Kilkenny, Minister for Planning and Lily D'Ambrosio, Minister for State Electricity Commission, Energy and Resources and Climate Action.

RESOLUTION:

That Council:

1. Note the report;
2. Do not support the proposed location for the power or electrical substation at 203 York St Ballarat East; and
3. That Council Officers write to Powercor advocating for the identification of alternative locations.

Moved: Cr Amy Johnson
CARRIED Seconded: Cr Belinda Coates
(R113/23)

Yours sincerely



Natalie Robertson
Director Development and Growth

OFFICIAL

9. NOTICE OF MOTION

10. REPORTS FROM COMMITTEES/COUNCILLORS

11. URGENT BUSINESS

12. SECTION 66 (IN CAMERA)

8.7 TENDER 2023/24-454 FLEET REPAIR PANEL

Division: Corporate Services
Director: John Hausler
Author/Position: Adrian Smith – Manager Fleet Services

(Confidential Attachments)

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 is:

- (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.

8.8 CONTRACTS APPROVAL DELEGATED COMMITTEE

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

(Confidential Attachments)

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 is:

- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - (i) relates to trade secrets; or
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13. CLOSE